

Technical Report 898

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The Army Leader Requirements Task Analysis: Commissioned Officer Results

Alma G. Steinberg and Julia A. Leaman
U.S. Army Research Institute

June 1990



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The Army Leader Requirements Task Analysis: Commissioned Officer Results

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) This paper presents the method developed to identify the leadership portion of the job for Army commissioned officers, and the results obtained using this method. The approach used was a task analysis designed to: (a) encompass both officer and NCO leadership, (b) allow comparisons across ranks, branches, and type of officer, and (c) be compatible with an existing Army system. The task analysis instrument was empirically developed and tailored to Army leadership. The task list consisted of 560 leadership tasks, divided into 20 individual duty areas. The individual duties encompass four broad areas: Train, Teach, and Develop; Motivate; Resource; and Provide Direction. The results from administering the task analysis instrument to 5,033 commissioned officers are presented both as responses to individual tasks and patterns across different areas within leadership, as a function of rank, branch, type of organization, and designated leadership position.					
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FOREWORD

The Leadership and Motivation Technical Area of the Army Research Institute for the Behavioral and Social Sciences (ARI) has been conducting research to provide an empirical basis for the Army's sequential and progressive leader development training program. This report documents the methodology developed to conduct the first Army occupational survey for leadership and presents the results for commissioned officers, Army-wide and across all branches. A companion report provides these results for noncommissioned officers. A third report presents the derivation of leadership dimensions based on both commissioned and non-commissioned officer results. The results of this survey will be used in the design of leadership training that accurately reflects the role requirements of leaders throughout the Army.

The two sponsors for this research have been the Center for Army Leadership (CAL) and the U.S. Army Sergeants Major Academy (USASMA). The Letter of Agreement with CAL under which this research was accomplished became effective 2 November 1984 and was updated in 1987. The Letter of Agreement with USASMA, entitled "Support for NCO Leader Performance and Requirements Program," became effective 21 January 1986.

CAL and USASMA were active participants in all stages of this research. As members of the project steering committee, they were kept informed of progress, provided valuable input to the research, provided subject matter experts for the interviews on which this survey was based, and conducted the content validation to establish the final survey task list. In addition, they briefed the project to others (e.g., USASMA briefings to the Chief of Staff of the Army on 12 December 1986, the Sergeant Major of the Army on 16 December 1986, the Training and Doctrine Command (TRADOC) Commander on 11 February 1987, and the CAC Commander on 22 February 1987). Results of this research have been provided to the sponsors (e.g., 19 January 1989, 5 December 1989) as well as to other relevant Army groups (e.g., the Army Science Board, the TRADOC Analysis Command, the NCO Leader Development Special Task Force, the Chaplaincy Services Support Agency, TRADOC Civilian Training Directorate).



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We are indebted to the entire Army Occupational Survey Program (AOSP) staff for all of their time, patience, and support in this effort. We are especially grateful for all of their help in survey distribution, response monitoring, and answer sheet scanning. AOSP's dedicated support allowed us to integrate the Leader Requirements research within the current Army occupational survey approach.

THE ARMY LEADER REQUIREMENTS TASK ANALYSIS: COMMISSIONED OFFICER RESULTS

EXECUTIVE SUMMARY

Requirement:

The Army currently has in place a multilevel education and training system directed at enhancing commissioned and noncommissioned officer leadership skills and performance at each successive level. The Army needs an empirical basis for delineating Army-wide leadership behavioral roles/tasks in order to ensure that the tasks and skills taught in its leadership training programs are related to current leadership requirements as leaders progress up the hierarchy.

Procedure:

A leadership task analysis instrument was developed in order to identify the leadership portion of the job for Army commissioned and noncommissioned officers. The instrument was developed from interviews with over 200 commissioned and noncommissioned officers and reviewed for clarity, accuracy, and completeness by the Center for Army Leadership and the U.S. Army Sergeants Major Academy. It was then administered to commissioned and noncommissioned officers across all branches. Respondents were asked to rate only those tasks they performed in their current duty assignment on a 7-point "Part of Position" scale. Responses to the task analysis instrument were received from 5,033 commissioned officers (lieutenant through colonel) and 5,945 noncommissioned officers (sergeant through command sergeant major).

Findings:

The task analysis instrument consisted of 560 leadership tasks, divided into individual duty areas. These 20 individual duties encompass four broad areas: Train, Teach, and Develop; Motivate; Resource; and Provide Direction. The results from administering the instrument to the commissioned officers are presented both in terms of responses to individual tasks and patterns across different areas within leadership, as a function of rank, branch, type of organization, and designated leadership position. (Results for the noncommissioned officers are presented in a companion volume.) Major commissioned officer findings include:

(a) The scope of leadership empirically derived in the current research is broader than the doctrinal formulation. It expands the area of providing direction to include organizational direction; it places greater emphasis on training, teaching, and developing others so that they are able to do what is necessary to accomplish the mission; and it adds providing resources to facilitate mission accomplishment.

(b) Some aspects of leadership appear fairly stable across rank and others do not. Areas for which there are trends often appear U-shaped with the strongest emphasis on the roles of the lieutenants and colonels.

(c) Several organizational factors, in addition to rank, impact on the leadership role. These include branch, type of organization, and leadership position.

Utilization of Findings:

The Leader Requirements research has resulted in the development of a methodology to identify the components of Army leadership. The methodology encompasses both officer and NCO leadership; allows comparisons across rank, branch, and type of officer; and is compatible with an existing Army system. The Leader Requirements research will provide an empirical foundation for leadership training development and evaluation for commissioned and noncommissioned officers.

THE ARMY LEADER REQUIREMENTS TASK ANALYSIS: COMMISSIONED OFFICER RESULTS

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THE ARMY LEADER REQUIREMENTS TASKS ANALYSIS: COMMISSIONED OFFICER RESULTS

INTRODUCTION

The Army is committed to developing leadership through education, training, and experience. It has a multilevel education and training program directed at enhancing the leadership skills and performance of leaders. One of the goals of this leadership training program is to target training to changing leadership requirements as a leader progresses up the hierarchy. Thus, the Army needs a system to be able to identify Army-wide leadership behavioral roles. This system must: (a) allow comparisons across ranks, branches, and type of officer, (b) be amenable to updates on an as-needed basis, and (c) be compatible with the operations of an existing Army agency so that updates can be conducted.

To identify behavioral requirements for the technical part of the job, the Army uses the systematic approach of task analysis, performed by the Army Occupational Survey Program (AOSP). The task analysis approach has the advantages of identifying what people do, enabling comparisons Army-wide, and allowing for periodic updates. However, no systematic approach has been used to identify the tasks for the leadership portion of the job. Part of the problem is that leadership is more difficult to approach systematically than technical areas. There is no consensus about the nature of leadership or its dimensions. Leadership is typically treated as a very general concept and not broken down into specific behaviors. Also, leadership is often seen as a static, generic concept that is the same for all leaders and, therefore, there is no reason to make comparisons across leaders.

Since there was a need for a systematic approach to leadership and since task analysis has so many advantages, it was decided to develop a task analysis approach for identifying leadership behaviors Army-wide and the dimensions of Army leadership. However, it was necessary to overcome the difficulties associated with the lack of consensus with respect to the concept of leadership. First, to arrive at a common understanding, the Army's accepted doctrinal definition of leadership was used as a foundation from which to identify leadership behaviors. Further consensus was obtained by input from over 200 Army leaders and the proponents of Army leadership who provided tasks based on this definition. In order to transition from a general concept to specific leadership behaviors, incumbent leaders were asked to provide behavioral examples of what they do, within the scope of the doctrinal definition of leadership. Finally, to determine similarities and differences across leaders, a common leadership task list was

developed for commissioned and noncommissioned officers Army-wide.

Although there is an existing agency for conducting Army task analyses, the unique aspects of performing a task analysis for the leadership portion of the job did call for some procedural adaptations. Typically, a task analysis is done separately for each occupational area. However, because leadership spans all occupational areas and all leadership positions, the task analysis needed to encompass both commissioned officers and noncommissioned officers across all ranks, branches, and locations. Therefore, some modifications of typical procedures had to be made to accommodate this much larger scope.

This report has two primary purposes: (a) to document the methodology developed to conduct a task analysis for the leadership portion of the job, and (b) to present the results of the task analysis. This report provides the results both on a task by task basis and in terms of general trends for the commissioned officers. A companion report provides these results for the noncommissioned officers (Steinberg & Leaman, in press-b). The results from both the commissioned and noncommissioned officers were also factor analyzed to determine the dimensions of Army leadership and are reported in Steinberg and Leaman (in press-a).

METHOD

I. Instrument

The Leader Requirements Task Analysis Survey (Steinberg, 1987) was developed to obtain a systematic description of the leadership portion of the job of U.S. Army commissioned and noncommissioned officers. The following sections describe the: (a) development of the survey instrument, (b) format used for the survey items, and (c) sections of the final instrument.

A. Instrument Development

In order to develop the Leader Requirements Task Analysis Survey, interviews were conducted with over 200 commissioned officers (second lieutenant through colonel) and noncommissioned officers (sergeant through command sergeant major). The interviews were conducted at a variety of locations, including Fort Hood, Fort Campbell, Fort Belvoir, Fort Carson, Fort Polk, Fort Bliss, Fort Lee, and Fort Eustis. For the most part, these were small-group interviews (usually with about 6 to a group, but sometimes as many as 15 or more), approximately 1 1/2 hours in length. Individual interviews were conducted at the colonel and command sergeant major level.

The goal of the interview stage was to generate a list of leadership tasks for the task analysis instrument. There were two steps in the development of the task list: the generation of the tasks and the review and integration of the tasks. These are described below.

Each interview session began with a brief introduction of the interviewers and their purpose. The leaders were told that they were being asked to help develop a survey instrument that would provide the Army with information about leader requirements. They were asked to describe what they, as leaders, do in their current duty assignment to "influence others to accomplish the mission" (i.e., the Army's doctrinal definition of leadership, Headquarters Department of the Army, 1983). Those who were attending Army courses were asked to describe what they did in the previous leadership position they had held. In order to ensure that the entire domain of leadership was obtained for inclusion in the survey instrument and that the domain would include leadership tasks that might differentiate between levels or Army branches, the leaders also were asked what kinds of things they did to influence others to accomplish the mission that might be different from leaders who are: (a) higher and lower in rank, (b) in other Army branches, and (c) in other locations. For the same reasons, they were asked about any other things they felt they either should or would do in the future. Also, they were asked to comment on the relevance of some tasks derived from other sources such as leadership literature and doctrine, instruction manuals, and other task lists.

In order to create the task list, interviewee responses were written down by the interviewers in terms of task statements, that is, a verb, an object, and, if appropriate, a modifier (see Melching & Borchert, 1973). Sometimes the descriptions of leadership activities did not readily conform to this simple task statement format but could be narrowed down using selected words provided by the respondents. At other times, it was necessary to probe for words to complete the task statement. Probing was also necessary in a number of other instances. For example, sometimes probing was necessary to clarify the nature of the task, obtain words that conveyed the essence of the task, ensure that the words used in the task statement were commonly understood terms, and ensure that the tasks really followed from the definition of leadership.

The task inventory was both developed and reviewed in an iterative process over the course of the interviews. At the beginning of each session, the interviewees generated tasks, and then toward the end of each session, the interviewees were asked to review tasks developed from earlier sessions. The task statements were examined for: (a) shared meanings of individual words across groups (e.g., words like "unit/element,"

"organization," "subordinate"), and (b) shared interpretation of task statement meaning.

After many tasks were generated, the process of grouping the tasks was also begun. First, the researchers eliminated identical tasks and tentatively put tasks relating to similar topics together. Then, the interviewees reviewed the tasks developed from earlier sessions and eliminated or combined tasks that did not have the same words but meant essentially the same thing. However, similar tasks were not combined into one more general task when interviewees indicated that keeping the tasks separate would further the differentiation between Army levels and/or branches. Interviewees also reviewed the arrangement of tasks on the list to ensure that similar tasks were placed together.

After a number of interviewee groups had reviewed the arrangement of tasks on the list, the researchers divided the task list into smaller groups of tasks and created tentative duty headings to reflect the nature of the tasks within each group. Interviewees then reviewed and revised the duty headings, and reassessed the placement of tasks within duties. In addition, to ensure that the duty headings reflected their intended meaning, several groups were given only the duty headings and asked to name tasks that they thought would be found under each one. The entire interview process was considered completed when groups did not have new tasks to add, there appeared to be a shared understanding of the tasks and duty headings, and the arrangement of the tasks within the list was agreed upon.

Finally, the completed task list was reviewed by the Army's proponents for leadership, the Center for Army Leadership (CAL) and the U. S. Army Sergeants Major Academy (USASMA). CAL and USASMA each selected a group of subject matter experts in a wide range of ranks and branches to review the tasks for clarity, accuracy, and completeness in covering the scope of Army leadership. The proposed revisions by CAL and USASMA were incorporated into one task inventory which was approved by both groups. The task list as it appeared in the survey is provided in Appendix A.

B. Task Format

The format of the task statements included in the instrument differs somewhat from that in a typical task analysis because leadership differs from the technical portion of the job in ways that make it hard to apply traditional task analysis procedures directly to it. Many leadership tasks are unobservable and overlapping with no definite beginning or end. The leadership tasks included in the task list did conform to typical task requirements of a verb, an object, and, if appropriate, a modifier (Melching & Borchert, 1973). They did not, however,

always conform to two other typical requirements: observable behaviors and "a discrete unit of work performed by an individual [with] a definite beginning and ending...performed within a limited period of time" (Melching & Borchert, 1973, p. 3). Had the two latter criteria been strictly adhered to, critical Army leadership tasks such as the following would have been omitted: (a) motivate troops to close with the enemy; (b) demonstrate Army values; (c) coordinate with other U.S. military services; and, (d) monitor troop appearance. These statements were included in the task list because soldiers say they do them as part of "influencing others to accomplish the mission." Although they could be broken down further into task statements of observable behaviors with a clear beginning and end, the resulting task list would have been endless.

Headings for duty areas (i.e., groupings of tasks) were written in the same format as the task statements. This was done in order to reduce the ambiguity of headings that is typical in the leadership area. Thus, for example, instead of "communication" which is involved in most behavior, there were more specific headings such as "Maintain Two-way Information Exchange with Superiors," "Train Soldiers," and "Supervise Others."

C. Sections of the Instrument

The Leader Requirements Survey consisted of three parts. Part I contained background questions preprinted in the answer booklet. This section included questions such as rank, level of education (military and civilian), type of unit, and location. Part II contained the leadership task list. Finally, Part III contained knowledge, skills, and abilities (KSA) items, additional background items, and special interest questions. The commissioned officer survey is provided in Appendix A (see Steinberg, 1987 for a complete description of the survey, the answer booklet, and instructions). Note that the instructions, background questions, and other questions of interest, including the KSA items, also were developed and pretested during the iterative interview sessions described earlier.

There were two forms of the survey, one for commissioned officers and one for noncommissioned officers. Both forms were identical, except for some of the background questions, in order to facilitate comparisons. For a few of the background questions, the response alternatives differed (e.g., for rank or specialty area items). In other cases, the differences were a function of the preprinted, standard AOSP answer booklet.

There were 560 leadership tasks in the survey. These tasks were grouped into 20 individual duty areas (see Figure 1). As can be seen from Figure 1, the 20 individual duty areas can be further organized into global duty areas circumscribing the

LEADER REQUIREMENTS SURVEY

NUMBER OF TASKS, BY GLOBAL AND INDIVIDUAL DUTIES

A. TRAIN, TEACH, AND DEVELOP LEADERS	<u>Number of tasks</u>
A. Train soldiers.....	21
B. Teach soldiers.....	18
C. Develop leaders.....	21
D. Plan and conduct training.....	42
E. Train in the field to enter combat.....	44
Total:	146
 B. MOTIVATE	
F. Motivate others (the what).....	13
G. Motivate others (the how).....	42
H. Develop unit cohesion.....	52
I. Reward and discipline subordinates.....	30
J. Take care of soldiers.....	33
Total:	170
 C. RESOURCE	
K. Manage resources.....	40
 D. PROVIDE DIRECTION	
L. Perform/supervise administrative functions.....	26
M. Coordinate with others outside the unit.....	20
N. Supervise others.....	20
O. Maintain 2-way information exchange with subordinates.....	21
P. Maintain 2-way information exchange with superiors..	17
Q. Monitor and evaluate performance.....	38
R. Conduct counseling.....	24
S. Establish direction of your unit/element.....	13
T. Provide input for the direction of the larger organization.....	25
Total:	204
 Grand Total:	560

Figure 1. Number of Tasks, by Global and Individual Duties

construct of Army leadership: (a) Train, Teach, and Develop, (b) Motivate, (c) Resource, and (d) Provide Direction. These four areas follow from the definition of Army leadership. In order to "influence others to accomplish the mission," one needs to: (1) train, teach, and develop them so that they can do what is necessary to accomplish the mission; (2) motivate them so that they will do what is required; (3) provide the resources for them to do it (e.g., time, people, money, equipment); and (4) provide direction so that they know what to do.

II. Sample

Since the primary goal was to enable a comparison of ranks and branches, the sampling plan called for stratification of both commissioned and noncommissioned officers (NCOs) by rank (lieutenant through colonel for officers and sergeant through command sergeant major for NCOs) and by branch. Generals were not included in this research because of practical considerations. Likewise, this research focused on the Active Army only and did not include Army civilian, Reserve, or National Guard leaders.

The plan called for sampling from 150 people in each rank by branch cell. The number 150 was chosen because it resulted in the maximum number of surveys that was feasible to distribute. When there were fewer than 150 for a cell in the population, the entire cell population was targeted. In addition, the number 150 was chosen based on an expected response rate of 50% (i.e., at least 75 per cell). The 50% response rate was expected because of previous experience with this type of survey by AOSP. A sample truly proportional to the population was ruled out due to the tremendous size of the Army and the large variety of officer and NCO jobs within it. The proportional approach would have required a sample much larger than resources would allow.

Within strata, the commissioned officers were selected randomly by the last digit of their social security numbers from the Officer Management File (OMF). Installation distribution of the surveys to both officers and NCOs was not possible due to the unavailability of personnel to distribute all of the surveys at the installations. Because the home addresses of the officers were available, the surveys were mailed to them at their home addresses listed in the OMF. For the noncommissioned officers, installation distribution was used. Each installation was provided with instructions on distributing the surveys in accordance with the proportion of NCOs by rank and branch at its location. Since branches do not exist formally for the noncommissioned officers, branch clusters were established for the purposes of this research. These branch clusters were derived on the basis of military occupational specialties (MOS) of NCOs who attend the same school for the leadership portion of the advanced course.

A 50% response rate was achieved for the noncommissioned officers, but only a 34% response rate was achieved for the commissioned officers. This difference in response rate may have been partially a function of the two different distribution methods. The officer survey was distributed by direct mail, and follow-up would have been too costly and time-consuming. With the installation distribution for NCOs, AOSP was able to follow-up with the installations to ensure that surveys were returned. Thus, the total useable returns for the commissioned officers was 5,033. The total useable returns for the noncommissioned officers was 5,945.

A comparison of rank, branch, location, and some other demographic variables for the returned responses versus the unreturned responses showed no indications of bias in the returned material. AOSP was instrumental during the NCO distribution process in making sure that there were no instances in which large segments of respondents did not return their surveys. One problem with the commissioned officers response rate was encountered. It was discovered that the 1st lieutenants and 2nd lieutenants were a difficult population to sample by mail since they moved and changed status often. Thus, the response rate for 1st and 2nd lieutenants was somewhat lower than expected. The responses of the 1st and 2nd lieutenants were compared and found to be very similar. Therefore, 1st and 2nd lieutenants were combined for data analysis. Note that lieutenants are often pooled in military research (e.g., Gilbert, 1975; Helme, Willemin, & Grafton, 1971).

For the commissioned officers, the total sample size by rank was: 693 second and first lieutenants; 940 captains; 1232 majors; 1245 lieutenant colonels; and 923 colonels. Table 1 provides the number of respondents by rank and branch. The numbers assigned to the branches/functional areas are arbitrary codes which were used in the survey (see Appendix A, pages A-2, A-3). Note that several branches have fewer lieutenants because of direct commissioning to a higher rank. Due to the low numbers within many of the cells, the results reported below are either by rank or branch but not by both.

A further description of the sample is provided by the following tables:

Table 2: number of respondents by location.

Table 3: number of respondents by type of organization.

Table 4: number of respondents by command.

Table 5: number of respondents by leadership position
(e.g., platoon leader, company commander).

Table 1

Number of Commissioned Officers Responding to the Survey by Rank and Branch

BRANCHES

RANK	COMBAT ARMS										COMBAT SERVICE SUPPORT										OTHER	
	01	02	03	04	05	16	23	08	10	17	18	09	11	12	13	14	15	22	20	21	20	21
LTS	29	56	31	37	42	18	4	39	71	67	51	55	42	26	0	37	63	0	2	3		
CPT	49	62	38	26	43	46	33	36	42	47	50	51	42	28	63	38	46	57	81	62		
MAJ	59	69	43	48	55	53	54	53	52	52	61	79	64	63	62	69	51	74	97	74		
LTC	62	63	66	37	40	50	54	61	45	65	71	68	63	63	80	85	25	78	94	74		
COL	49	62	45	21	34	28	41	59	18	20	47	64	34	30	53	51	64	52	81	70		
TOTAL	248	312	223	169	214	195	186	248	228	251	280	337	245	210	258	280	249	261	355	283		

COMBAT ARMS										COMBAT SERVICE SUPPORT										OTHER	
01= Infantry												09= ADP/Finance/Personnel								20= ORSA/Faculty/Force Dev.	
02= Engineer												11= Ordnance									
03= Field Artillery												12= Transport./Aircraft Maint.								21= Research & Dev.	
04= Air Defense Ar.												13= Chaplain									
05= Armor												14= Quartermaster									
16= Aviation												15= Medical									
23= Special Operations												22= Judge Advocate General									

Table 2

Number of Commissioned Officers Responding to the Survey byLocation

Location	Commissioned Officers	
	Number	%
<u>CONUS</u>		
APG	49	1.0
Belvoir	57	1.1
Ben Harrison	35	0.7
Benning	55	1.1
Bliss	78	1.6
Bragg	160	3.2
Campbell	45	0.9
Carlisle Barracks	16	0.3
Carson	63	1.3
Devens	33	0.7
Dix	19	0.4
Eustis	51	1.0
Gordon	45	0.9
Hood	142	2.8
Huachuca	41	0.8
Hunter AAF	9	0.2
Irwin	16	0.3
Jackson	36	0.7
Knox	80	1.6
Leavenworth	137	2.7
Lee	43	0.9
Leonard Wood	32	0.6
Lewis	140	2.8
McClellan	62	1.2
McPherson	71	1.4
Meade	47	0.9
MILPERCEN	34	0.7
Monmouth	35	0.7
Monroe	45	0.9
Ord	69	1.4
Pentagon	342	6.8
Polk	57	1.1
Presidio of San Francisco	37	0.7
Riley	71	1.4

(table continues)

Table 2 (Continued)

Commissioned Officers

Location	Number	%
Rucker	59	1.2
Redstone Arsenal	49	1.0
Sam Houston	51	1.0
Sheridan	38	0.8
Sill	76	1.5
Stewart	25	0.5
West Point	36	0.7
Other CONUS	896	17.8
<u>Overseas</u>		
Alaska	43	0.9
Germany	909	18.1
Hawaii	113	2.3
Italy	39	0.8
Japan	24	0.5
Korea	189	3.8
Middle East	22	0.4
Panama CZ	39	0.8
Turkey	24	0.5
Other Overseas	<u>136</u>	<u>2.7</u>
Total	5020*	100.0

*13 Commissioned Officers did not provide location information.

Table 3

NUMBER OF COMMISSIONED OFFICERS, BY TYPE OF ORGANIZATION

Type of Organization			
TOE	TDA	DON'T KNOW :	TOTAL
1564	3166	245	4975

NOTE: 58 Officers did not respond to this question.

TOE = Table of Organization and Equipment
(TOE organizations are structured on a wartime mission and are based on a 24-hour day)

TDA = Table of Distribution and Allowances
(TDA organizations are peacetime oriented and are based on a work day of 8 hours)

Table 4

NUMBER OF COMMISSIONED OFFICERS, BY COMMAND/ORGANIZATION
(n=5012)

COMMAND/ORGANIZATION	:	Number	Percent
FORSCOM (FORCES CMD)	:	1130	22.5
TRADOC (TRAINING & DOC CMD)	:	873	17.4
USAREUR (EUROPE)	:	839	16.7
OTHER	:	2170	43.3

Table 5

NUMBER OF COMMISSIONED OFFICERS, BY LEADERSHIP POSITION
(n=5033)

LEADERSHIP POSITION	:	Number
PLATOON LEADER	:	142
COMPANY COMMANDER	:	194
BATTALION COMMANDER	:	188
BRIGADE COMMANDER	:	205
OTHER	:	4304

III. Procedure

The Leader Requirements Task Analysis Survey was distributed between April 1987 and August 1987. The respondents were requested to read all the tasks and decide which they did in their current duty assignments. They were instructed to rate only those tasks that they did in their current duty assignments. This instruction was repeated several times and was printed at the top of each page of task statements. Finally, they were instructed that if they did a task they were to rate it on the following scale:

1. Insignificant Part of the Job
2. Slightly Significant Part of the Job
3. Somewhat Significant Part of the Job
4. Moderately Significant Part of the Job
5. Quite Significant Part of the Job
6. Highly Significant Part of the Job
7. Extremely Significant Part of the Job

This scale was chosen instead of the typical "time spent" scale. AOSP has conducted extensive research on occupational scales and has found the "Part of Position" scale to be more meaningful for officers. Also, this scale is more suited to the leadership area with its many tasks that have no clear beginning and ending. NCOs were given the same scale in order to maintain comparability in the analyses.

There was some concern at the time the survey was developed that the survey would be too long to complete in a reasonable amount of time. In fact, however, 73.6% of the officers reported taking under 2 hours to complete the survey, 18% reported taking 2 to 3 hours, and only 8.4% reported taking more than 3 hours.

RESULTS

The results presented here are the commissioned officers responses to the Leader Requirements Survey, presented in three parts: (1) selected background and other interest items, (2) leadership tasks, and (3) knowledge, skills, and abilities (KSA).

I. Background and Other Items

The 56 background and other interest items in the Leader Requirements Survey are in Parts I and III of the instrument (see Appendix A). Some of these background and other items of interest are reported here.

A. Duty Position Rank vs. Actual Rank. From 1/4 to 1/5 of the lieutenants, captains, and majors reported that they were in higher duty position ranks than their actual ranks (see Table 6).

B. Number of Immediate Subordinates Supervised. Overall, 70.6% of commissioned officers reported that they supervised 1 to 10 immediate subordinates. As can be seen from Figure 2, fewer captains and majors reported having immediate subordinates than did other ranks.

C. Hours on Duty per Day. Commissioned officers reported working long hours (see Table 7). For example, 73.6% reported working 10 or more hours per day.

D. Ability to do Immediate Subordinates' Jobs. Respondents were asked, "In your opinion, how much of your immediate subordinates' jobs do you have to be able to do in order to do your own job well?" (Appendix A, question 27, part III). About 21% of the commissioned officers reported a need to be able to do a great deal (81% to 100%) of their subordinates' jobs. On the other hand, another 24% of the officers reported a need to be able to do very little (20% or less) of their subordinates' jobs.

E. Percent of Time Spent Setting the Example. Figure 3, based on responses to question 48 in part III of the survey (see Appendix A), shows that not all commissioned officers perceived the same emphasis on setting the example. Lieutenants, in general, tended to report more time spent setting the example than did the other ranks. Also, although not shown in this figure, officers in TOE units tended to report more time spent setting the example than those in TDA units. Sixty-seven percent of those in TOE units, as opposed to 47% in TDA units, responded that 61% to 100% of their time was spent setting the example.

F. Adequacy of Formal Leadership Training. Respondents were asked, "How adequate was the Army's formal school training in leadership in preparing you to lead?" (Appendix A, part III, question 28). The leadership training was rated moderately or highly adequate by 65% of the respondents (see Table 8).

G. Number of Days per Year of Training in the Field. The question read, "In your current position, how many days in a year would you expect to train in the field?" (Appendix A, question 25, part III). Forty-nine percent of all officers responded that they did not expect to train in the field at all. For those in TOE units, 25% expected to train in the field 20 days or less per year.

H. Participation in Training Exercises at the National Training Center (NTC) at Fort Irwin, California. Overall, 83% reported that they had never participated in training exercises at NTC (i.e., response to question 29, part III). For infantry

Table 6

DUTY POSITION RANK BY ACTUAL COMMISSIONED OFFICER
RANK* (n=4987)

DUTY POSITION RANK	:	LTS	CPT	MAJ	LTC	COL
=====						
1LT**	:	70.5	0.9	0.0	0.0	0.0
CPT	:	27.6	69.6	2.1	0.2	0.1
MAJ	:	1.3	27.1	77.3	3.9	0.2
LTC	:	0.4	2.4	20.6	91.8	2.3
COL	:	0.0	0.0	0.0	4.2	97.4

* The numbers in this table are percents.

** No duty position rank of 2LT exists.

Percent of Commissioned Officers Having Immediate Subordinates

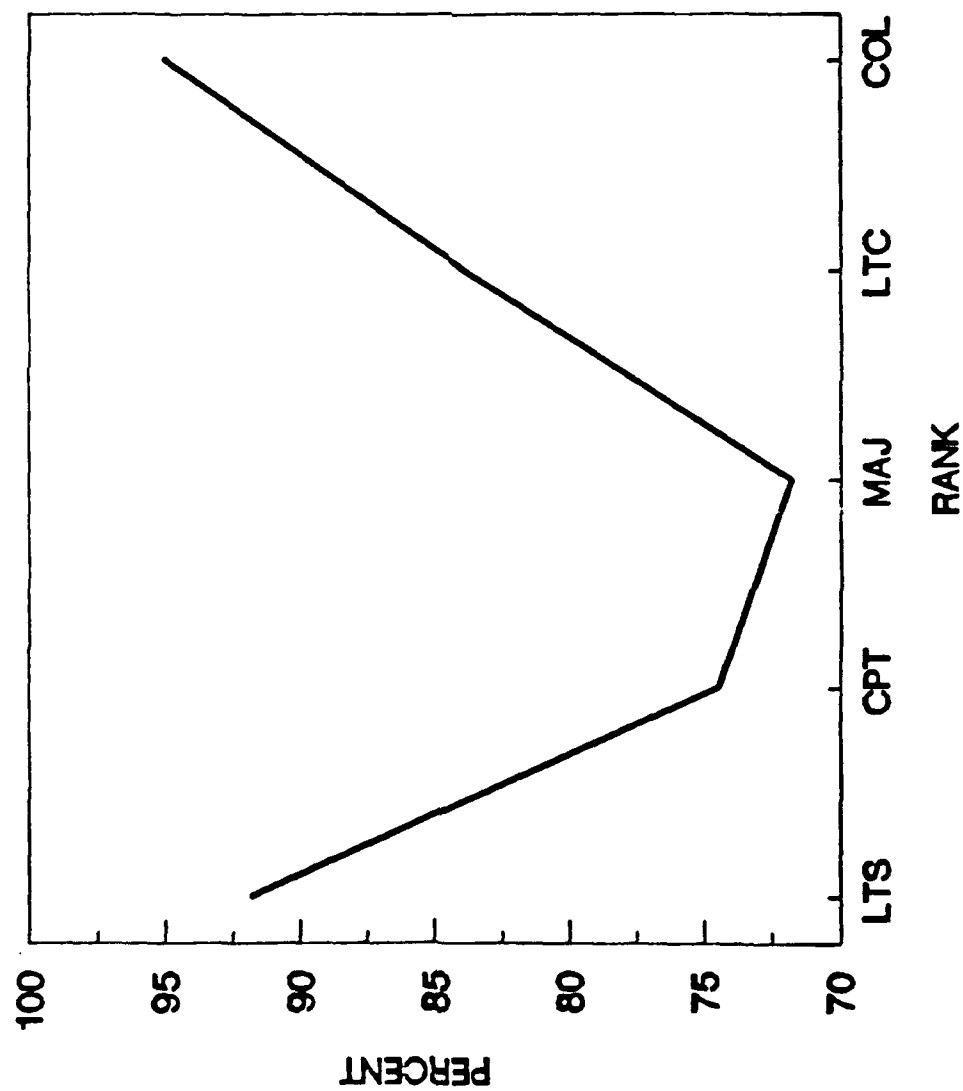


Figure 2. Percent of Commissioned Officers Having Immediate Subordinates

Table 7

HOURS ON DUTY PER DAY, BY COMMISSIONED OFFICER RANK
(n=4920)

HOURS	LTS	CPT	PERCENT OF MAJ	LTC	COL	TOTAL SAMPLE
5 OR LESS	0.3	0.4	0.3	0.3	0.1	0.3
6 TO 7	1.2	1.7	2.2	1.3	0.9	1.5
8 TO 9	20.3	25.5	26.3	25.5	24.0	24.7
10 TO 11	43.6	40.0	46.1	47.6	50.7	45.8
12 TO 13	29.2	27.1	21.5	20.8	21.1	23.4
14 TO 15	4.6	4.8	2.9	4.0	2.2	3.6
16 OR MORE	0.9	0.6	0.8	0.7	1.0	0.8

WHAT PERCENT OF YOUR TIME IS SPENT SETTING THE EXAMPLE?

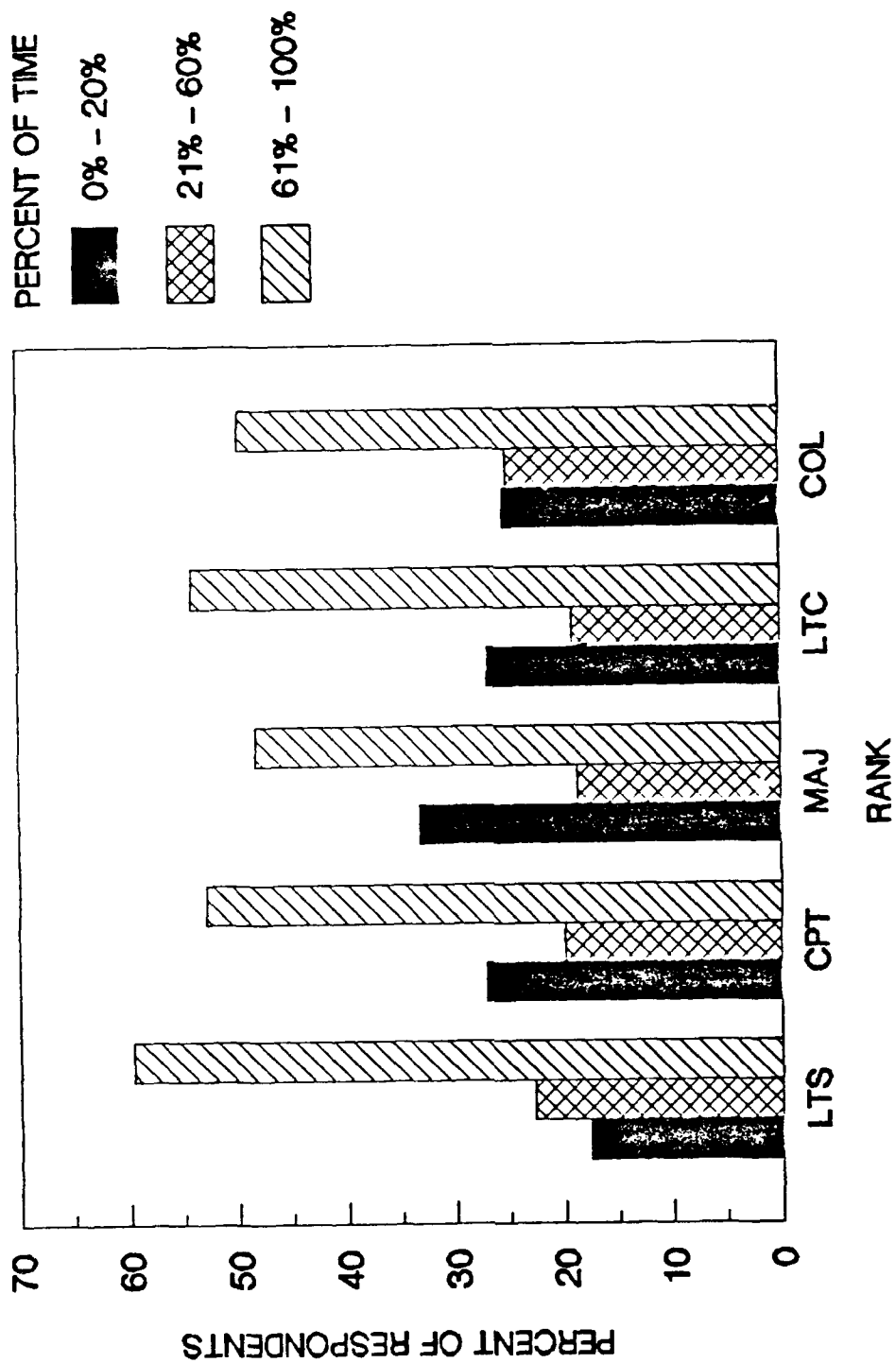


Figure 3. Percent of Time Spent Setting the Example

Table 8

ADEQUACY OF FORMAL SCHOOL TRAINING IN LEADERSHIP,
BY COMMISSIONED OFFICER RANK (n=4840)

	LTS	CPT	MAJ	LTC	COL	TOTAL
						SAMPLE
I DID NOT RECEIVE ANY	3.7	4.4	2.5	3.4	5.1	3.7
ARMY FORMAL TRAINING IN:						
LEADERSHIP						
NOT ADEQUATE	8.9	9.6	8.9	5.2	2.6	6.9
SLIGHTLY ADEQUATE	25.2	26.4	28.6	24.4	15.0	24.2
MODERATELY ADEQUATE	48.8	47.2	47.3	48.0	46.1	47.4
HIGHLY ADEQUATE	13.4	12.4	12.7	19.1	31.3	17.7

this percent was 72%, and for armor it was 68%. For those in TOE units, 76% never participated in training exercises at NTC.

I. Percent of Time Spent Training for War. In response to question number 45 of part III, 72.7% of commissioned officers indicated that 20% or less of their time was spent training for war (Table 9). Forty-seven percent of those in TOE units and 84% of those in TDA units indicated that 20% or less of their time was spent training for war.

J. Similarity of Tasks Performed in Garrison and in Field-Training Exercises/Combat. In comparing the tasks they perform in garrison versus those they perform in field training exercises/combat (question number 26 in part III), 33.3% of the respondents indicated that there was no similarity at all in the tasks they performed in these two settings (see Table 10). Forty-five percent of those in TDA units, as opposed to 13% of those in TOE units, responded that there was no similarity at all in tasks performed in garrison versus field exercises/combat.

II. Leadership Tasks

This part of the results presents the responses to the task portion of the survey. The first section introduces the analysis approach, the formats used in the appendices to present data relating to the individual tasks, and a table summarizing all the appendices. The remaining four sections highlight the major findings related to the tasks by rank, branch, type of organization, and position. For each section, specific findings are presented, followed by a short summary.

To meet various user needs, both data relating to individual tasks (see the appendices) and interpretations of the data are provided. The sections below, containing results by rank, branch, type of organization, and position, present interpretations of these results in terms of general trends and patterns. The individual and global duty areas, that were developed as part of the methodology of this research (see Figure 1), were often used as a framework for presentation. When relative differences are discussed, the intent is to suggest general trends rather than to indicate statistical significance.

A. Analysis Approach

There are two basic categories of task data analyzed in this report: mean ratings and percent performing. Mean ratings are calculated for each task from the 7-point "Part of Position" scale presented earlier. Since the ratings on this 7-point scale were provided by respondents only for those tasks performed in their current assignment, it is also possible to calculate the percent who reported performing each task. It is important to consider both types of information in evaluating the results and

Table 9

PERCENT OF TIME SPENT TRAINING FOR WAR, BY COMMISSIONED
OFFICER RANK (n=4920)

TRAINING FOR WAR:	LTS	CPT	MAJ	LTC	COL	TOTAL
=====	=====	=====	=====	=====	=====	=====
0%	24.8	36.9	37.1	38.4	45.4	37.2
1% to 20%	34.4	33.0	37.6	34.5	37.7	35.5
21% to 40%	17.0	11.1	10.0	10.8	6.4	10.7
41% to 60%	10.3	6.9	6.8	6.2	4.7	6.8
61% to 80%	7.5	6.4	3.9	5.4	2.8	5.0
81% to 100%	6.0	5.7	4.6	4.7	3.0	4.8

Table 10

SIMILARITY OF TASKS PERFORMED IN GARRISON TO FIELD-TRAINING
EXERCISES/COMBAT, BY COMMISSIONED OFFICER RANK (n=4223)

	LTS	CPT	MAJ	LTC	COL	TOTAL
						SAMPLE
=====	=====	=====	=====	=====	=====	=====
NOT SIMILAR AT ALL :	24.6	31.9	35.9	32.2	39.9	33.3
SLIGHTLY SIMILAR :	23.5	16.0	12.6	13.7	12.4	15.1
MODERATELY SIMILAR :	27.7	22.9	22.0	22.7	17.3	22.3
EXTREMELY SIMILAR :	17.8	19.4	19.7	21.6	16.7	19.3
EXACTLY THE SAME :	6.5	9.8	9.8	9.8	13.8	10.0

not focus exclusively on the mean ratings. A task with a very high mean rating may be performed by very few incumbents, and conversely, a task with a low mean rating may be performed by a large number of incumbents. Thus, in order to present a more complete picture, this report will present both mean ratings and percent performing for the tasks.

Three display/analytical formats were developed in order to facilitate an understanding of the mean and percent performing data at the individual task level: (a) "Critical task" format; (b) "Crosswalk" format; and (c) "Greater than 10% difference" format. Each of these formats is explained below. Table 11 provides a list of the appendices and the format used for each.

1. Critical Task Format. The critical task format was developed in order to highlight those leadership tasks which received the highest ratings by each rank. In conjunction with the sponsors for this research, CAL and USASMA, the following criterion was used to designate a task as critical: any task which received a mean rating equal to or greater than 5.00 on the 7-point "Part of Position" scale, by one or more ranks. Critical tasks were defined in terms of high means of task ratings for each rank separately as opposed to all ranks grouped together in order to prevent the masking of rank differences.

To examine any trends across rank with respect to the critical tasks, the critical tasks were divided into two categories: (a) those relatively stable across ranks, and (b) those not relatively stable across ranks. Appendix B contains all critical tasks that were relatively stable across ranks, and Appendix C contains all critical tasks that were not relatively stable across ranks. "Relatively stable" tasks were defined as tasks for which the means of no two rank groups differed by more than 1.00. Conversely, "not relatively stable" tasks were defined as those for which the means of at least one rank group differed from another by more than 1.00. Although a difference of less than 1.00 would surely have been statistically significant due to the large number of respondents, the more stringent criterion of 1.00 was mutually agreed upon with the sponsors in order to identify meaningful trends across ranks.

The critical tasks within Appendices B and C are presented by global duty area and then within each global duty area by individual duty area (see Figure 1 for a listing of global and individual duty areas). Within each individual duty area the tasks are ranked top down by overall mean "Part of Position" rating. Tasks in these appendices are given two task number designations. The first designation, which starts with a letter (e.g., A4), indicates the duty area and the number of the task within that duty area (in this example: the fourth task in individual Duty A - Train soldiers). The second task designation

Table 11

List of Appendices Providing Data on an Individual Task Level

<i>Appendix</i>	<i>Focus</i>	<i>Format¹</i>	<i>Data</i>
B	Rank	Critical Task	Means, Stable Tasks
C	Rank	Critical Task	Means, Non-Stable Tasks
D	Rank	Critical Task	Percent Performing, Stable Tasks
E	Rank	Critical Task	Percent Performing, Non-Stable Tasks
F	C.A. Branches ²	Crosswalk	Means
G	C.S. Branches ³	Crosswalk	Means
H	C.S.S. Branches ⁴	Crosswalk	Means
I	Other Branches	Crosswalk	Means
J	Type of Org.	Crosswalk	Means
K	Position	Crosswalk	Means
L	Rank	Crosswalk	Percent Performing
M	Rank	≥ 10% Difference	Percent Performing
N	C.A. Branches	Crosswalk	Percent Performing
O	C.S. Branches	Crosswalk	Percent Performing
P	C.S.S. Branches	Crosswalk	Percent Performing
Q	Other Branches	Crosswalk	Percent Performing
R	Type of Org.	≥ 10% Difference	Percent Performing
S	Postion	Crosswalk	Percent Performing

¹See text for explanation.²Combat Arms Branches³Combat Support Branches⁴Combat Service Support Branches

is a number from 1 to 560 which corresponds to the task number as it appears in the Leader Requirements Survey.

As mentioned earlier, it is very important to take into account percent performing along with mean ratings. Therefore, percent performing information for each critical task is provided in Appendices D and E. The format of these two Appendices parallels the format of Appendices B and C so that it is easy to quickly find the mean ratings and percent performing data for any critical task. Appendix D corresponds to the stable critical tasks and Appendix E corresponds to the non-stable critical tasks.

2. Crosswalk format. The crosswalk format was developed so that all 560 tasks could be easily scanned for major trends and patterns for any organizational variable (e.g., branch, type of organization, etc.). The sponsors agreed that this was a very useful format for pinpointing areas of interest.

Crosswalks have been developed for both mean ratings and percent performing. Note from Table 11 that Appendices F - L, N - Q, and S are all crosswalks of either mean ratings or percent performing for various organizational variables.

This format is termed a "crosswalk" because, in addition to the information presented, it provides a key to identify rank-critical tasks. Thus, it is possible to consider both the variable of interest (e.g., branch, position, etc.) and task criticality by rank at the same time. For each of the crosswalk appendices, the rank-critical tasks previously listed in Appendices B and C are marked with a "+" next to the task number. These "+" signs indicate that the mean rating was greater than or equal to 5.00 on the "Part of Position" scale for one or more ranks. In addition, for this crosswalk format, it was determined that it would also be useful to indicate tasks with mean ratings less than or equal to 3.00 on the "Part of Position" scale for one or more ranks. These rank-least-critical tasks are indicated with a "-" sign. Note that it is possible to have a task with both a "+" and a "-" sign (e.g., tasks 123 and 125) indicating that for one or more ranks the mean rating exceeded 5.00 and for one or more ranks the mean rating was below 3.00.

The mean ratings and percent performing data are presented in the crosswalks with symbols rather than numbers to facilitate the identification of patterns and trends. For example, note that Appendix F is a crosswalk which shows mean ratings for the combat arms branches. Mean ratings for each branch that are equal to or greater than 5.00 on the "Part of Position" scale are indicated by a "Y". Any task for which there appears at least one "Y" across the branches could be termed a branch-critical task. Tasks with mean ratings for each branch that are less than or equal to 3.00 are indicated by an "*". These tasks could be

termed branch-least-critical tasks. Note that tasks not marked with either a "Y" or "*" have a mean rating for that branch between 3.00 and 5.00. Thus, the blank spaces should not be ignored since they also provide valuable task information. These cut-offs were chosen for all organizational variables of interest so that they would correspond to the definition of a "critical" task already determined for the rank results.

For crosswalks involving percent performing, a different symbol was chosen to indicate the tasks highly performed for the various organizational variables of interest. For example, note that Appendix N is a crosswalk which shows percent performing results for the combat arms branches. Percent performing is indicated by an "X" for more than 66.6% performing, by an "*" for less than or equal to 33.3%, and no symbol for between 33.3% and 66.6% performing. These cut-offs were chosen because they represented an even division into thirds, with more than two-thirds performing giving a good indication of what "most" officers do, and less than one-third giving an indication of what "few" officers do.

3. Greater than 10% difference format. The purpose of this format is to list those tasks with a greater than 10% difference in percent performing between levels within an organizational variable of interest. The two Appendices presented in this format are Appendix M and Appendix R. Appendix M presents tasks with greater than 10% differences between adjacent ranks, while Appendix R presents tasks with greater than 10% difference between TOE organizations and TDA organizations. Although there is some overlap between the crosswalks for percent performing and this format, the crosswalks highlight high, medium, and low percent performing whereas this format highlights shifts in percent performing. The 10% difference cutoff was seen as the lowest that would provide useful information. Since all percents higher than 10% are also included, the user may select a more stringent cutoff if desired.

In this format, the task number and the task itself are given first (for example, see Appendix M). Note that the task number starts with a letter indicating the individual duty and the number of the task within the individual duty as was done previously in Appendices B and C. Then, there are three columns with the first two columns containing the exact percent performing and the third column giving the difference between these two percents. Note in the case of Appendix M that a minus sign in the difference column indicates that more commissioned officers in the higher rank performed that task than in the lower rank. No minus sign in the difference column indicates that fewer commissioned officers in the higher rank performed that task than in the lower rank. Only tasks with differences greater than 10% are presented.

B. Rank

This section highlights the major results by rank. The relevant appendices for this section are Appendices B through E, L, and M. To give an overall perspective of how commissioned officers responded to the survey, the mean number of leadership tasks performed, for each rank separately and for all ranks together, is presented in Table 12. For the entire sample, taking into account all 560 tasks in the task analysis, the mean number of leadership tasks performed was 199. By rank, the mean number of leadership tasks performed was highest for lieutenants and colonels, and lowest for majors.

There are 204 critical tasks for one or more ranks in Appendices B and C. Appendix B contains the 172 rank-critical tasks that were relatively stable across ranks, and Appendix C contains the 32 rank-critical tasks that were not relatively stable across ranks. Figure 4 is a summary portrayal of the separate tasks in Appendices B and C. It graphs the number of critical tasks by rank for each of the four global duty areas.

For the Train, Teach, and Develop area, there were more critical tasks for lieutenants than for the other ranks. This was due largely to the greater number of critical tasks for lieutenants in the area of training in the field for combat. For example, of the 14 nonstable tasks in the individual duty area Train in the Field to Enter Combat (E), all the tasks were critical for lieutenants, two were critical for captains, and no tasks were critical for the remaining ranks. The tasks in the Train, Teach, and Develop area which were critical for all the officer rank groups involved: (a) evaluating training, (b) determining in an overall sense what should be trained, (c) developing leaders by delegating and supporting their decisions, and (d) focusing on the mission in training exercises. None of the tasks in individual duty B, Teach Soldiers, were critical; neither were tasks in the area of developing leaders that involved developing individuals through job/task assignment, making recommendations for training and education, or developing individual skills.

For the Motivate area, the number of critical tasks was the greatest for lieutenants and colonels and least for majors (see Figure 4). Most of the tasks that were critical for lieutenants, and for no other ranks, were in the individual duty areas of Reward and Discipline Subordinates (I) and Take Care of Soldiers (J). Most of the tasks that were critical for lieutenant colonels and/or colonels and no other ranks were in the individual duty areas of Develop Unit Cohesion (H) and Reward and Discipline Subordinates (I). Many of the tasks that were critical for all the officer rank groups concentrated more on the unit level than the individual level.

LEADER REQUIREMENTS SURVEY

29

NUMBER OF TASKS WITH MEAN SIGNIFICANCE RATING EQUAL OR GREATER THAN FIVE

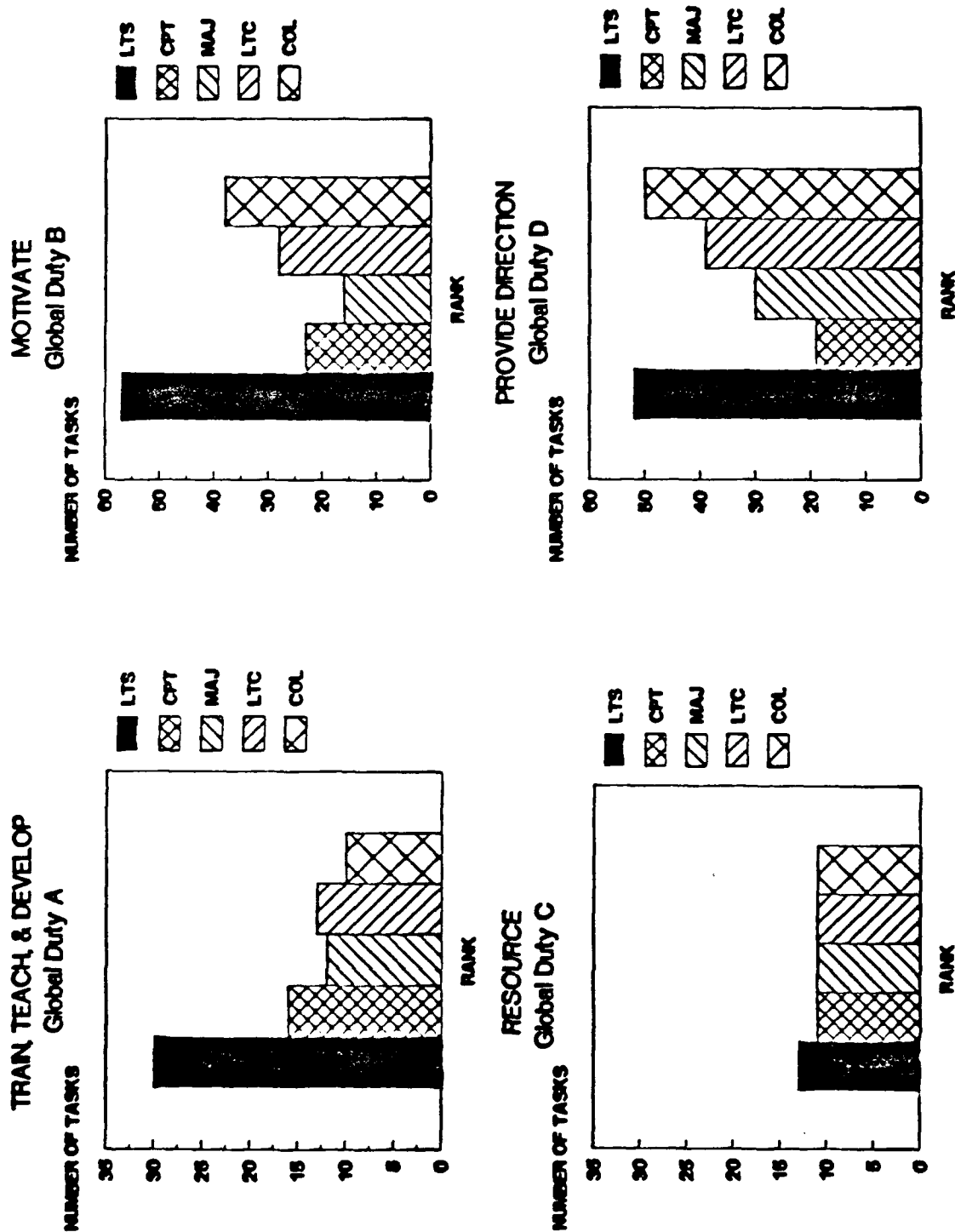


Figure 4. Number of Critical Tasks by Rank

For the Resource area, the number of critical tasks was roughly the same for all ranks (see Figure 4). The critical tasks involved management of time, information, and equipment. They also involved crisis management, problem prioritization, and determination of their own responsibilities. Notably missing from the tasks that were critical in this area were those dealing with personnel and task assignments (e.g., recruiting, screening, selecting, or placement of personnel, assignment of duties and details).

For the Provide Direction area, the number of critical tasks was the greatest for lieutenants and colonels and least for captains (see Figure 4). Most of the tasks that were critical for lieutenants and for no other ranks involved: (a) written materials (e.g., establishing and revising SOP), (b) monitoring accomplishment of assigned tasks, safety practices, and maintenance, (c) counseling soldiers and documenting performance problems, and (d) supervising personnel who are in a variety of MOS/duty specialties and personnel who are older and more experienced. Most of the tasks that were critical for lieutenant colonels and/or colonels involved: (a) developing networks and making contacts with others inside and outside the Army, (b) supervising and rating civilians, and (c) impacting on the direction of their organizational unit (e.g., making policy decisions, influencing the philosophy of the commander, and establishing the mission for subordinate units). Tasks that were critical for all officer groups included: supervising the completion of reports (editing and proofreading); supervising U.S. soldiers; establishing and encouraging downward communication; providing positive feedback; explaining the "why" of things to higher-ranked individuals; and, establishing the direction of the unit/element.

Appendices D and E provide percent performing data for the critical tasks in Appendices B and C. It is important to note that although the means for the critical tasks in Appendix B are categorized as relatively stable across ranks, the corresponding percent performing (Appendix D) often varies considerably. For example, for Task C17 - "Identify potential leaders" - the relatively small differences in the mean ratings as a function of rank do not hint at the differences in percent of performing as a function of rank (range from 38% to 65.5%).

One way to examine differences across rank in terms of percent performing is by using the crosswalk presented in Appendix L. For example, one can count the total number of tasks within each individual duty area that were performed by at least two-thirds (66.6%) of each rank. The purpose in doing this is to identify trends that characterize what most commissioned officers at each rank do. The patterns within the various areas of leadership were categorized as having either no apparent trend (i.e., no more than a two task difference between any two ranks

in the total number of tasks performed by most officers), or containing a trend (i.e., more than a two task difference).

Figure 5 lists those areas with a trend across rank versus those areas with no trend across ranks. There were 10 areas with a trend and 10 areas with no trend. Four of the leadership areas with no trend had no tasks at all performed by two-thirds or more of any one rank:

- (a) Plan and Conduct Training
- (b) Train in the Field to Enter Combat
- (c) Coordinate with Others Outside the Unit
- (d) Provide Input for the Direction of the Larger Organization

On the other hand, there was one individual duty area with no trend, Manage Resources, in which many tasks were performed by officers at all ranks. Officers reported that they managed time, people, information, and things (money, supplies, and equipment). They indicated that they conducted crisis management, solved each problem in order of priority, and sought ways to improve productivity.

The leadership areas with trends across ranks especially highlight the unique leadership roles of lieutenants and colonels. For one area, Train Soldiers, the lieutenants had many more tasks meeting the criteria of greater than 66.6% performing than any other rank. For another area, Establishing the Direction of Your Unit/Element, the colonels were the only rank with tasks meeting this criteria. The remaining eight areas all had U-shaped trends, that is, the lieutenants and colonels had more tasks meeting the criteria than the captains and majors. See Figure 6 for some examples. In half of the areas more tasks were performed by lieutenants and in half of the areas more tasks were performed by colonels. When more tasks were performed by lieutenants for a given area, the set of tasks performed by lieutenants tended to include those performed by colonels. Likewise, when more tasks were performed by colonels in an area, the set of tasks performed by colonels tended to include those performed by lieutenants. When tasks were performed by captains, majors, and/or lieutenant colonels, they were not new tasks, but a subset of those for lieutenants and/or colonels.

The nature of the tasks that were specific to lieutenants related to training and motivation:

- (a) Lieutenants indicated that they trained subordinates to be more independent, develop regular habits of maintenance, be technically and tactically proficient, check their own work, do their jobs without supervision, meet time requirements, and have personal discipline.

LEADERSHIP AREAS: TREND VERSUS NO TREND¹

Trend in Percent Performing Across Rank	No Trend in Percent Performing Across Rank
Train Soldiers	Teach Soldiers
Develop Leaders ²	Plan and Conduct Training
Motivate Others (The How) ²	Train in the Field to Enter Combat
Reward and Discipline Subordinates ²	Motivate Others (The What)
Take Care of Soldiers ²	Develop Unit Cohesion
Supervise Others ²	Manage Resources
Maintain 2-Way Information Exchange with Subordinates ²	Perform/Supervise Administrative Functions
Monitor and Evaluate Performance ²	Coordinate with Others Outside the Unit
Conduct Counseling ²	Maintain 2-way Information Exchange with Superiors
Establish Direction of Your Unit/Element	Provide Input for the Direction of the Larger Organization

¹Trend refers to more than a two task difference between any two ranks in the total number of tasks performed by most officers. No trend refers to no more than a two task difference.

²Trend is U-shaped.

Figure 5. Leadership Areas: Trend versus No Trend

Number of Tasks Performed by Most Commissioned Officers in Four Areas of Leadership

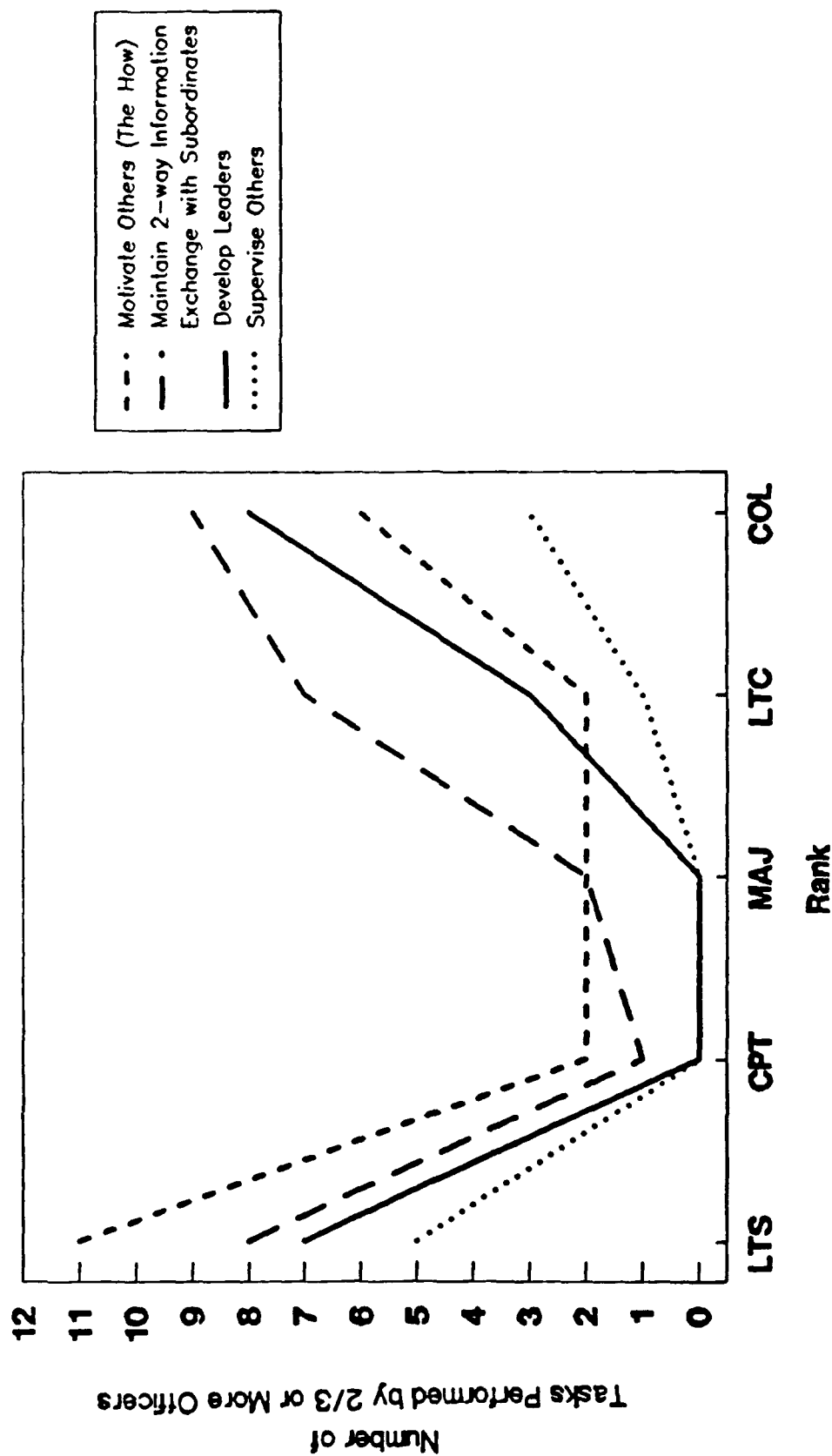


Figure 6. Number of Tasks Performed by Most Commissioned Officers in Four Areas of Leadership

- (b) Lieutenants reported performing tasks involving a personalized, face-to-face approach. They indicated that they explained why tasks needed to be done, gave pep talks, helped soldiers with their tasks, remained available to immediate subordinates until they finished for the day, gave detailed guidance to get the job done and assisted subordinates with personal problems.

Some tasks that were more specific to colonels related to superiors, civilians, performance appraisals and goal-setting. Colonels indicated that they:

- (a) motivated superiors and advised superiors on leadership issues.
- (b) supervised civilians, recommended training and awards for civilians, counseled civilians on their performance, and wrote civilian performance appraisals.
- (c) wrote letters of appreciation, recommended subordinates for promotions, and wrote, reviewed, and endorsed performance appraisals.
- (d) established standards, and short-term and long-term unit/element goals.

These results for percent performing by rank were somewhat surprising in that the stronger leadership emphasis for lieutenants and colonels in comparison to the other ranks was not expected. These findings were further confirmed using another format for examining percent performing by rank. Appendix M provides the tasks with differences greater than 10% in percent performing for adjacent ranks. Whereas Appendix L highlights the absolute percent performing (i.e., high versus low), Appendix M highlights relative amounts of percent performing. It enables the direct comparison of progressive leadership changes with each increase in rank for all tasks.

First and second lieutenants are presented separately in Appendix M, but as can be seen from the first page of the appendix (page M-1), combination of their results was justified since only for a few tasks was there a greater than 10% difference in performing.

Beginning with first lieutenant versus captain differences (page M-2), it is immediately apparent that there is confirmation of the earlier results showing the large scope and greater emphasis of leadership for lieutenants. There were 280 leadership tasks which more first lieutenants performed than captains (i.e., the difference in percent performing was 10% or greater), but only 10 tasks which more captains performed than first lieutenants. The 280 tasks that lieutenants reported

performing more than captains spanned all of the leadership areas in the survey. Note that several of the 10 tasks captains reported performing more than lieutenants involved writing.

The differences in percent performing between captains and majors was much less dramatic, indicating more similarity in their leadership roles. Captains did have a greater than 10% difference in percent performing compared to majors for numerous tasks relating to advising and counseling soldiers. Majors had a greater than 10% difference in percent performing compared to captains for several tasks relating to supervising civilians.

There were essentially no tasks for which majors had a greater than 10% difference in percent performing compared to lieutenant colonels. However, there were 60 tasks for which lieutenant colonels had a greater than 10% difference in percent performing compared to majors. These 60 tasks tended to be concentrated in the areas of developing unit cohesion (particularly welcoming newcomers and their families into the unit), developing leaders, rewarding and disciplining subordinates, and providing input for the direction of the larger organization. Lieutenant colonels had both higher percent performing and more tasks relating to supervising civilians than did the majors.

Finally, in comparing lieutenant colonels to colonels, again there were essentially no tasks for which lieutenant colonels had a greater than 10% difference in percent performing compared to colonels. There were 48 tasks for which colonels had a greater than 10% difference in percent performing compared to lieutenant colonels. As might be expected, these tasks concentrated heavily on the areas of providing input for the direction of the larger organization, managing resources, monitoring and evaluating performance, rewarding accomplishments of subordinates, and developing leaders. Colonels had even higher percent performing on tasks relating to supervising civilians than did lieutenant colonels.

Overall, examination of the percent performing results by rank is revealing in that it appears that leadership task requirements do not always build sequentially upon one another as an officer progresses in rank. Lieutenants are called upon to do many leadership tasks, captains and majors somewhat fewer, then an increase again for lieutenant colonels and colonels. A possible explanation for these findings will be addressed in the discussion section.

Summary of Major Findings by Rank:

1. The task list included many tasks that were considered highly significant parts of the job for one or more ranks (i.e., there were 204 rank-critical tasks).

2. In general, when ranks were compared in terms of the number and perceived importance of the leadership tasks performed, two different patterns emerged: (a) relatively little change across ranks and (b) a sequential, U-shaped pattern across ranks (i.e., more for lieutenants and colonels and less for captains and majors).

3. The primary area in which there was both a high perceived importance and high percent performing for all ranks was in the area of managing resources. Especially important were tasks involving managing time, information, and equipment; conducting crisis management; and prioritizing problems.

4. Many tasks were important for all ranks but were not consistently high in terms of percent performing. These tasks included:

- (a) Evaluating training, determining in an overall sense what should be trained, developing leaders by delegating and supporting their decisions, and focusing on the mission in training exercises.

- (b) Tasks in the motivation area that concentrated more on the unit than the individual level.

- (c) Supervising soldiers, establishing and encouraging downward communication, providing positive feedback, explaining the "why" of things to higher-level individuals, and establishing the direction of the unit/element.

5. Areas that were especially prominent (in importance and percent performing) for lieutenants and/or colonels were:

- (a) Training for lieutenants, especially general soldier training, and training in the field for combat.

- (b) Motivation for lieutenants and colonels, especially rewarding and disciplining subordinates. Also important were taking care of soldiers for lieutenants and developing unit cohesion for colonels.

- (c) Providing direction for lieutenants and colonels. Establishing and revising SOPs, counseling soldiers, and checking that subordinates accomplish assigned tasks were more unique to lieutenants than the other ranks. Supervising and evaluating civilians and impacting the direction of their organizational unit were more unique to the colonels than the other ranks.

C. Branch

The relevant appendices for examining the results by branch are the crosswalks in Appendices F - I and N - Q. Note that in all branch-related appendices the branches have been grouped together into combat arms, combat support, combat service support, and other branches for convenience. Recall that the numbers assigned to the branches/functional areas are arbitrary codes which were used in the survey (see Appendix A, pages A-2, A-3). In the legend on the first page of each branch appendix, the numbers following the branch/functional area name correspond to officer duty specialty. For the branch analyses, the two duty specialties that were grouped together for convenience in the survey under Special Operations were divided up (i.e., Special Operations - duty specialty 18 and Foreign Area - duty specialty 48). Special Operations (n=84) was then considered part of the Combat Arms and Foreign Area (n=102) was put under "Other" branches/functional areas.

From Appendices F - I, it is apparent that, although there are overlaps, the set of branch-critical tasks differs from the set of rank-critical tasks. For example, there were tasks that were critical for one or more ranks (regardless of branch) which were critical for no branches (e.g., 412, 413, 502, 503) or for only a few (e.g., 92, 156, 157). Conversely, there were tasks that were critical for one or more branches (regardless of rank) which were not critical for any ranks (e.g., 3, 38, 72).

Table 13 summarizes Appendices F - I in terms of the number of critical leadership tasks for each branch by individual and global duty areas. It illustrates the considerable variation across branches with respect to the number of branch-critical tasks. Overall, most of the variation across branches occurred in three of the global duty areas: Train, Teach, and Develop; Motivate; and Provide Direction. For the area of Train, Teach and Develop, there was a range of 2 to 57 critical tasks across branches. In Motivate the range was 9 to 84 tasks. Finally, in Provide Direction the range was from 24 to 68 tasks. Air defense artillery had the most critical tasks (213) and ORSA/Faculty/Force Development had the least (47). In general, the combat arms branches tended to have more critical leadership tasks than the other arms. However, there were exceptions. All the combat arms branches rated more than 150 tasks as critical, except for engineer. All the remaining branches rated fewer than 150 tasks critical, except for military police (184 tasks), chaplain (188 tasks), and ordnance (173).

As expected, most of the leadership tasks that were critical for combat arms branches but not critical for combat support or combat service support branches tended to be related to combat/battle, field training, and/or training programs. Of the three branches in the other arms that had a large number of

Table 13

Number of Critical Tasks for each Branch by Individual and
Global Leadership Area

Global Duty Area Individual Duty Area (# of Tasks)	COMBAT ARMS							COMBAT SUPPORT				COMBAT SERVICE SUPPORT							OTHER		
	01	02	03	04	05	16	23	08	10	17	18	09	11	12	13	14	15	22	20	21	24
A (21):	5	4	7	7	7	11	12	3	2	8	5	5	8	7	11	3	3	5	0	0	0
B (18):	1	0	1	1	2	2	0	0	0	2	0	0	1	1	5	0	1	4	0	0	0
C (21):	8	6	9	10	7	8	7	6	3	11	6	5	6	9	12	5	3	5	1	1	3
D (42):	9	1	10	16	11	13	11	0	2	7	0	0	3	5	2	0	1	1	0	0	1
E (44):	15	12	15	23	26	22	19	7	2	18	7	2	6	6	6	7	1	2	1	1	0
TOTAL (146):	38	23	42	57	53	56	49	16	9	46	18	12	24	28	36	15	9	17	2	2	4
F (13):	6	4	7	8	10	8	4	4	3	8	3	3	5	3	6	4	2	2	1	3	3
G (42):	21	15	23	27	28	26	20	15	12	25	11	14	22	16	17	14	10	7	6	7	6
H (52):	15	7	19	25	19	18	21	9	2	22	8	11	20	15	27	9	8	8	0	2	8
I (30):	4	4	7	15	10	9	8	5	2	8	4	5	12	6	9	4	4	6	2	4	5
J (33):	4	2	7	9	7	6	2	3	2	8	4	3	10	5	11	9	3	2	0	1	1
TOTAL (170):	50	32	63	84	74	67	55	36	21	71	30	36	69	45	70	40	27	25	9	17	23
K (40):	12	13	13	16	13	14	11	11	10	12	9	15	16	15	14	15	12	9	11	12	9
L (26):	5	3	0	5	5	6	2	3	0	4	3	8	7	3	6	6	2	3	3	5	5
M (20):	0	2	2	2	2	4	4	1	0	1	0	2	3	5	3	2	0	1	3	5	10
N (20):	3	5	3	3	3	5	3	6	3	5	4	5	7	6	6	8	6	5	3	2	1
O (21):	11	7	10	11	11	10	11	7	8	11	8	8	11	11	11	9	7	7	6	7	6
P (17):	4	4	4	5	4	8	5	3	0	5	3	4	5	4	6	3	0	4	1	3	4
Q (38):	12	12	14	14	19	16	9	11	3	12	5	9	15	11	10	11	5	7	6	6	5
R (24):	2	1	1	2	2	3	3	0	1	2	0	1	3	0	12	1	0	0	0	0	0
S (13):	13	12	13	13	13	13	13	10	8	13	3	10	12	12	13	12	10	7	2	8	9
T (25):	1	1	1	1	1	1	1	1	1	2	0	1	1	1	1	1	0	1	1	1	2
TOTAL (204):	51	47	48	56	60	66	51	42	24	55	26	48	64	53	68	53	30	35	25	37	42
GRAND TOTAL (560):	151	115	166	213	200	203	166	105	64	184	83	111	173	141	188	117	78	85	47	68	78
	MEAN = 173.4							MEAN = 109				MEAN = 128.6							MEAN = 64.3		
	S.D. = 34.6							S.D. = 52.7				S.D. = 41.6							S.D. = 15.8		

COMBAT ARMS	COMBAT SUPPORT	COMBAT SERVICE SUPPORT	OTHER
01= Infantry	08= Signal	09= ADP/Finance/Personnel	20= ORSA/Faculty/Force Dev.
02= Engineer	10= Chemical	11= Ordnance	21= Research & Development
03= Field Artillery	17= Military Police	12= Transport./Aircraft Maint.	24= Foreign Area
04= Air Defense Artillery	18= Military Intelligence	13= Chaplain	
05= Armor		14= Quartermaster	
16= Aviation		15= Medical	
23= Special Operations		22= Judge Advocate General	

critical tasks, the military police had a profile very similar to that of combat arms. Ordnance had a profile that was similar in some respects to the combat arms branches but different in others. Chaplains had a profile unique in comparison to all other branches.

In examining the percent performing in Appendices N-Q, there was not as much variation across branches as was apparent in Appendices F-I. However, some interesting findings emerged in the comparison between the percent performing crosswalks and the mean rating crosswalks:

1. Within combat arms, engineers appear to have far fewer tasks meeting the criteria of high percent performing than the other branches just as they had fewer tasks with high mean ratings. Military police and chaplain branches were still prominent within combat support and combat service support, but ordnance appeared more similar to the other branches in combat service support with respect to percent performing rather than mean ratings.

2. There were several leadership areas that are worth noting because many of the tasks had both high percent performing and high mean ratings. These areas were: Train Soldiers; Develop Leaders; Manage Resources; and Maintain 2-Way Information Exchange with Subordinates. This finding indicates that for all branches many tasks within these leadership areas were not only very important for officers, but also were performed by many officers.

3. There were several leadership areas in which high mean ratings were not matched by high percent performing. This indicates that although across branches the overall percent performing was low, those who did perform the tasks considered them significant. For example, in the area of Training in the Field to Enter Combat one would expect high percent performing to match the high mean ratings, especially for the combat arms branches. In fact, less than 33.3% performed most tasks, and this was true even for combat arms branches. Other leadership areas with surprisingly low percent performing when compared to high mean ratings were: Plan and Conduct Training; Develop Unit Cohesion; Reward and Discipline Subordinates; Take Care of Soldiers; and Monitor and Evaluate Performance.

Summary of Major Findings By Branch:

1. The results indicated that leadership tasks are not the same for all branches. Combat arms branches (with the exception of engineer), military police, chaplain, and ordnance were the branches with the greatest number of critical tasks. These same branches, with the exception of Ordnance, also had the most tasks with the highest percent performing. In terms of the set of

critical tasks performed, the profile of the military police was similar to that of the combat arms branches.

2. Most of the tasks that were critical for only those officers in combat arms branches tended to be related to combat/battle, field training, and/or training programs. However, most of the tasks in the entire area of Training in the Field to Enter Combat had low percent performing, even for combat arms branches.

D. Type of Organization

The relevant appendices for examining the results by type of organization are Appendix J and Appendix R. There were 197 tasks that were critical for TOE organizations and 91 tasks critical for TDA organizations (Appendix J). In general, the TDA critical tasks tend to be a subset of the TOE critical tasks. Some of the main areas with more critical tasks in TOE units than TDA units were: Train in the Field to Enter Combat, Motivate Others (What and How), and Develop Unit Cohesion. Other areas with slightly smaller differences were: Plan and Conduct Training, Reward and Discipline Subordinates, Take Care of Soldiers, and Monitor and Evaluate Performance. Several TDA-critical tasks which were not a subset of TOE critical task involved supervising civilians.

As can be seen from Appendix R, there were 424 tasks for which those in TOE units had a greater than 10% difference in percent performing compared to those in TDA units. Overall, these 424 tasks accounted for 76% of the total tasks in the leadership survey and spanned all leadership areas. As expected, the tasks with the biggest differences in percent performing (40% to 50% range) between leaders in TOE and TDA units involved combat/battle and field training activities. There were only 18 tasks for which those in TDA units had a greater than 10% difference in percent performing compared to those in TOE units. Many of these 18 tasks involved supervising civilians. This finding is consistent with the results presented earlier in terms of mean ratings. Several of the remaining tasks related to developing contacts and coordinating with others outside the Army.

Summary of Major Findings by Type of Organization:

1. There were many more critical tasks for TOE units than TDA units. The main areas in which TOE units had a greater number of critical tasks than TDA units were: Train in the Field to Enter Combat, Motivate Others (What and How), and Develop Unit Cohesion. Other areas with slightly smaller differences were: Plan and Conduct Training, Reward and Discipline Subordinates, Take Care of Soldiers, and Monitor and Evaluate Performance.

2. Similarly, there were many more tasks with greater percent performing occurring for those in TOE units than TDA units. By

far, the biggest differences between TOE and TDA organizations with respect to percent performing were in the areas of combat/battle and field training.

E. Designated Leadership Positions

The relevant appendices for examining the results by designated leadership position are the two crosswalks, Appendix K and Appendix S. The designated leadership positions of platoon leader, company commander, battalion commander, and brigade commander are dealt with in this research.

Within the global duty area, Train, Teach, & Develop, noticeable differences were apparent between the designated leadership positions in terms of mean ratings in three areas: Develop Leaders, Plan and Conduct Training, and Training in the Field to Enter Combat (see Appendix K). In the area of Develop Leaders, more tasks were critical for battalion commanders than for the other positions. Of the 16 critical tasks in this area for battalion commanders, the tasks critical only for battalion commanders were: rotating subordinates' assignments in order to give them varied experiences, advising subordinate leaders on ways to resolve ethical conflicts, providing opportunities for subordinates to lead in their place in garrison and also in the field. Twelve tasks in the area of Develop Leaders were critical for company commanders. Tasks that were critical for both battalion commanders and company commanders but for no other position were: developing counseling skills of subordinate leaders and teaching leaders how to inspect.

In the area of Plan and Conduct Training, company commanders had the highest number of critical tasks compared to the other positions. The tasks unique to company commanders included: determining what should be taught in the classroom; determining the amount of training time; conducting team training; and monitoring instructor/trainer preparation.

In the area of Train in the Field to Enter Combat, platoon leaders had the highest number of critical tasks (34 out of 44) compared to all of the other leaders. Some of the tasks unique to platoon leaders included: overseeing preparation to fire; supervising reconnaissance efforts; and developing sleep plans for continuous operations. Some of the tasks that were critical for the platoon leader were also critical for the company commanders and battalion commanders. These involved activities such as monitoring logistics, taking charge of tactics, preparing the unit to move out, and maintaining and directing communications. Two tasks that were uniquely critical for battalion commanders and no other position were: leading the task force and coordinating with adjacent units during combat training. The critical tasks for brigade commanders tended to focus on activities at the mission level such as stating the

mission, determining how to accomplish the mission, and ensuring mission accomplishment.

For all five individual duty areas that comprised the global duty area of Motivate (see Appendix K), battalion commanders clearly had the highest number of critical tasks (110) as compared to platoon leaders (81), company commanders (83), and brigade commanders (70). The area most prominent for battalion commanders was Developing Unit Cohesion. Although this was a fairly important area for all of the positions, battalion commanders rated highly two types of tasks within this area that the other positions did not: (1) tasks encouraging identification and pride in the unit (e.g, emphasis on unit symbols, encouraging the formation of unit sports teams), and (2) family-related tasks (e.g., welcoming the soldier's family into the unit, arranging gatherings with troops and their families, and developing bonds among families in the unit).

Finally, within the global duty area of Provide Direction (see Appendix K), brigade commanders had the highest number of critical tasks in several areas. For example, brigade commanders were much higher than all other positions in the area of Coordinating with Others Outside the Unit. They rated highly tasks such as developing contacts with organizations outside the Army, developing networks with others throughout the Army, and developing rapport with the civilian community. Brigade commanders and battalion commanders had more critical tasks in the area of Providing Input for the Direction of the Larger Organization than the other two positions. Critical tasks included determining the philosophy of the organization, creating the vision of the organization, making policy decisions, and providing general direction for organizational planning.

Appendix S is a percent performing crosswalk for the designated leadership positions. Note that there was a high percent performing across all positions for many of the tasks in the first three individual duty areas: Train Soldiers; Teach Soldiers; and Develop Leaders. This finding is particularly interesting because the area of Teach Soldiers was not very high in terms of percent performing for any of the other groupings that have been examined so far. Most officers in these key leadership positions (over 66.6%) reported performing such tasks as teaching soldiers written communication, oral communication, personal discipline, and problem solving.

The percent performing results in the area of Plan and Conduct Training confirmed earlier conclusions in terms of mean ratings. The role of the company commander in this area appeared to be more prominent compared to the other positions. Likewise, the platoon leaders had a much greater number of highly performed tasks compared to the other leaders in the area, Train in the

Field to Enter Combat, just as they had the highest number of critical tasks in this area.

Finally, company commanders and battalion commanders had very high percent performing for many tasks in the leadership areas of Develop Unit Cohesion, Reward and Discipline Subordinates, and Monitor and Evaluate Performance. Additionally, the role of company commanders in the area of Conduct Counseling appeared to be particularly prominent compared to the other positions. Company commanders had higher percent performing than the other positions for tasks such as counseling soldiers on family problems, counseling soldiers on drug abuse, counseling soldiers against smoking, and identifying soldiers who may have undisclosed personal problems.

Summary of Major Findings by Designated Leadership Position:

1. The most prominent leadership area for platoon leaders was Train in the Field to Enter Combat. Tasks in this area that were particular to the platoon leader's role focused on platoon activities such as overseeing preparation to fire, supervising reconnaissance efforts, and developing sleep plans for continuous operations.

2. For company commanders, the leadership emphasis was on developing soldiers. Of particular importance were planning and conducting training, conducting counseling, developing leaders, rewarding and disciplining subordinates, and monitoring and evaluating performance.

3. The most prominent area for battalion commanders was motivation, especially developing unit cohesion and rewarding and disciplining subordinates. Also important for battalion commanders was developing leaders, monitoring and evaluating performance, and providing input for the direction of the larger organization. In the area of combat/field training exercises, unique battalion commander tasks were: leading a task force and coordinating with adjacent units.

4. For brigade commanders, the emphasis was organizational. Of particular importance were coordinating with others outside the unit and providing input for the direction of the larger organization. In the area of combat/field training exercises, they focused on stating the mission, determining how to accomplish the mission, and ensuring mission accomplishment.

III. Knowledge, Skills, and Abilities (KSA)

The 20 Knowledge, Skills, and Abilities (KSA) items in Section III of the survey were rated on the following 7-point scale:

Importance to your CURRENT JOB

- 1 - Not important
- 2 - Of little importance
- 3 - Somewhat important
- 4 - Moderately important
- 5 - Quite important
- 6 - Very important
- 7 - Extremely important

The sections below present the results for these KSAs by rank, branch, type of organization, and designated leadership position.

Table 14 shows the mean importance ratings for the KSAs by rank, ordered top-down by overall mean ratings. Note that five of the six highest mean ratings on KSAs, overall and by rank, were related to communication. Many of the mean ratings for the KSAs tended to increase with rank (i.e., KSAs 14, 8, 10, 15, 9, 11, 6, 5, 3, 16). Two of the KSAs, ability to make decisions (18) and ability to develop cohesive units/elements (20), tended toward the U-shaped pattern discussed earlier with lieutenants and colonels giving the highest ratings. One KSA, ability to read technical manuals (12), tended to decrease in importance across rank.

In Table 15, these same KSAs are considered by branch, grouped into combat arms, combat support, combat service support, and other. The top seven KSAs differed by less than 1.00 across all of the branches. The only KSAs that differed by more than 1.00 within the combat arms branches was knowledge of national current events (3) and this was due to the high ratings given by the Special Operations branch. Similarly, there was little variation in mean ratings for the combat support branches. However, for the combat service support and other branches there was considerable variation for numerous KSAs. For several of the KSAs, very high ratings were given by those in the Chaplain branch for certain KSAs such as ability to deliver talks before large audiences (9) and ability to develop rapport in interviews (11).

KSA ratings by type of organization are provided in Table 16. Note that in only one case did the mean ratings for a KSA differ by more than 1.00. Given the tremendous differences between TOE and TDA organizations noted so far, the considerable agreement in terms of KSAs is surprising.

Finally, Table 17 presents the KSAs by designated leadership position. The KSAs rated most important by all of the designated leadership positions was ability to make decisions (18). Note that the ratings for technical and tactical proficiency (19) were considerably higher for the designated leadership positions than the overall rating, especially for platoon leaders. Also, the

Table 14

1. Not important
2. Of little importance
3. Somewhat important
4. Moderately important
5. Quite important
6. Very important
7. Extremely important

LEADER REQUIREMENTS
KSA BY RANK: Mean Importance Ratings

KSA#	KSA	ALL	LTS	CPT	MAJ	LTC	COL
14	Ability to communicate effectively in writing	6.37	6.06	6.29	6.42	6.47	6.50
8	Ability to speak effectively/clearly	6.34	6.05	6.31	6.33	6.43	6.46
18	Ability to make decisions	6.28	6.33	6.10	6.11	6.32	6.60
10	Ability to listen effectively/actively	6.15	5.90	6.08	6.13	6.23	6.33
1	Knowledge of grammar	6.11	5.93	6.08	6.18	6.15	6.12
2	Knowledge of spelling	6.00	5.94	6.02	6.08	6.00	5.93
15	Ability to analyze data	5.58	5.09	5.48	5.57	5.73	5.83
19	Technical and tactical proficiency	5.41	5.58	5.40	5.39	5.40	5.31
9	Ability to deliver talks before large audiences	5.27*	4.47	5.19	5.26	5.48	5.66
4	Knowledge of military correspondence	5.24	4.98	5.33	5.38	5.34	5.05
11	Ability to develop rapport in interviews	4.82	4.39	4.64	4.74	4.96	5.23
6	Knowledge of organizational structure of the Army	4.82	4.38	4.64	4.84	4.92	5.15
5	Knowledge of military protocol	4.75	4.50	4.49	4.70	4.87	5.10
3	Knowledge of national current events	4.38	4.00	4.18	4.26	4.51	4.83
20	Ability to develop cohesive units/elements	4.24	4.60	3.89	3.84	4.30	4.69
12	Ability to read technical manuals	4.22*	4.84	4.53	4.17	4.04	3.71
17	Ability to use computers for word processing	4.14	3.74	4.42	4.35	4.13	3.86
13	Ability to read aloud clearly/fluently	3.78	4.20	3.98	3.61	3.64	3.62
16	Ability to use computers for statistical analyses	3.42	2.85	3.34	3.51	3.54	3.62
7	Knowledge of survey-design procedures	2.48	2.39	2.54	2.47	2.44	2.59

*Means for individual ranks differ by more than 1.00.

Table 15

OFFICER KSA BY BRANCH

KSA#	ALL**	:	INFANTRY	COMBAT ARMS				16	23
				01	02	03	04	05	
					ENGINEER	FIELD	ADA	ARMOR	SPECIAL
					ARTILLERY			AVIATION	OPS
14	6.37	:	6.30	6.33	6.08	6.34	6.04	6.14	6.10
8	6.34	:	6.35	6.27	6.25	6.40	6.26	6.14	6.18
18	6.28	:	6.33	6.24	6.23	6.39	6.32	6.32	6.24
10	6.15	:	6.13	6.03	6.04	6.14	5.99	6.05	6.01
1	6.11	:	5.92	5.86	5.92	6.12	5.84	5.85	6.01
2	6.00	:	5.86	5.71	5.81	6.02	5.78	5.82	6.03
15	5.58	:	5.47	5.58	5.34	5.49	5.35	5.32	5.41
19	5.41*	:	5.88	5.23	5.89	5.68	5.92	5.79	5.96
9	5.27*	:	5.24	5.14	5.20	5.46	5.09	5.28	5.31
4	5.24*	:	5.19	5.03	5.14	5.40	5.14	5.22	5.26
11	4.82*	:	4.65	4.64	4.46	4.73	4.64	4.55	5.06
6	4.82*	:	5.08	4.50	4.92	5.19	4.92	4.81	4.82
5	4.75*	:	4.88	4.38	4.73	5.14	4.93	4.91	4.98
3	4.38*#	:	4.40	4.11	4.39	4.36	4.24	4.26	5.45
20	4.24*	:	4.83	4.23	4.84	4.69	4.70	4.78	4.95
12	4.22*	:	3.88	4.36	4.31	4.01	4.47	4.67	4.06
17	4.14*	:	3.70	3.87	3.94	3.90	3.46	4.11	3.56
13	3.78*	:	3.65	3.18	3.71	4.09	3.60	3.80	3.89
16	3.42*	:	2.84	3.34	2.96	3.25	2.82	3.17	2.96
7	2.48*	:	2.28	3.11	2.26	2.60	2.26	2.34	2.37

**Overall mean rating, not just combat arms branches.

*Means across all branches differ by more than 1.00.

#Means across Combat Arms branches differ by more than 1.00.

Table 15 (continued)

OFFICER KSA BY BRANCH

KSA #	ALL** :	COMBAT SUPPORT			
		08	10	17	18
		SIGNAL	CHEMICAL	MP	MI
14	6.37 :	6.33	6.33	6.35	6.42
8	6.34 :	6.27	6.10	6.25	6.38
18	6.28 :	6.42	5.98	6.54	6.21
10	6.15 :	6.16	5.84	6.26	6.15
1	6.11 :	6.09	5.98	6.04	6.11
2	6.00 :	5.97	5.90	5.96	5.99
15	5.58 :	5.45	5.42	5.38	5.88
19	5.41* :	5.68	5.67	5.79	5.36
9	5.27* :	5.10	5.00	5.12	5.37
4	5.24* :	5.07	5.35	5.46	5.16
11	4.82* :	4.54	4.42	4.92	4.60
6	4.82* :	4.66	4.62	4.70	4.57
5	4.75* :	4.72	4.46	5.03	4.54
3	4.38* :	4.18	4.25	4.47	5.32
20	4.24*# :	4.49	3.98	5.08	4.24
12	4.22* :	4.36	4.66	4.28	3.84
17	4.14* :	4.36	4.14	3.69	4.42
13	3.78* :	3.45	3.46	3.88	3.77
16	3.42* :	3.55	3.26	3.25	3.15
7	2.48* :	2.39	2.58	2.50	2.14

**Overall mean rating, not just combat support branches.

*Means across all branches differ by more than 1.00.

#Means across Combat Support branches differ by more than 1.00.

Table 15 (continued)

OFFICER KSA BY BRANCH

KSA#	ALL**	09		COMBAT SERVICE SUPPORT				15		22	
		:ADP/FINAN/ PERSONNEL	ORDNANCE	TRANSPOR- TATION	CHAPLAIN	QUARTER- MASTER	MEDICAL	JAG			
14	6.37 :	6.49	6.45	6.40	6.54	6.35	6.20	6.79	6.79	6.79	6.79
8	6.34 :	6.27	6.37	6.44	6.79	6.26	6.21	6.69	6.69	6.69	6.69
18	6.28 :	6.32	6.33	6.36	6.33	6.32	6.47	6.38	6.38	6.38	6.38
10	6.15 :	6.07	6.21	6.17	6.74	6.10	6.20	6.44	6.44	6.44	6.44
1	6.11 :	6.38	6.12	6.22	6.44	6.03	6.03	6.61	6.61	6.61	6.61
2	6.00 :	6.23	5.99	6.06	6.33	5.95	6.05	6.50	6.50	6.50	6.50
15	5.58 :	5.57	5.84	5.73	5.17	5.73	5.59	5.61	5.61	5.61	5.61
19	5.41* :	4.86	5.48	5.53	4.73	5.38	5.26	5.33	5.33	5.33	5.33
9	5.27*# :	4.87	5.37	5.34	6.73	5.06	4.85	5.55	5.55	5.55	5.55
4	5.24*# :	5.65	5.42	5.42	5.65	5.45	4.33	5.33	5.33	5.33	5.33
11	4.82*# :	4.88	4.60	4.97	6.25	4.64	5.33	5.49	5.49	5.49	5.49
6	4.82*# :	4.88	5.05	5.04	5.15	4.86	4.02	4.72	4.72	4.72	4.72
5	4.75*# :	4.79	4.95	4.97	5.32	4.76	4.42	5.63	5.63	5.63	5.63
3	4.38*# :	3.94	4.05	4.55	4.93	4.09	3.55	4.17	4.17	4.17	4.17
20	4.24*# :	3.99	4.43	4.68	4.38	4.30	4.09	3.33	3.33	3.33	3.33
12	4.22* :	3.94	4.52	4.24	4.08	4.28	4.61	4.12	4.12	4.12	4.12
17	4.14* :	4.65	4.19	4.17	4.28	4.00	3.69	4.26	4.26	4.26	4.26
13	3.78*# :	3.74	3.98	3.85	6.17	3.68	3.88	3.95	3.95	3.95	3.95
16	3.42*# :	3.95	3.79	3.83	3.21	3.71	3.33	2.75	2.75	2.75	2.75
7	2.48*# :	2.39	2.47	2.33	3.07	2.43	2.45	2.03	2.03	2.03	2.03

**Overall mean rating, not just combat service support branches.

*Means across all branches differ by more than 1.00.

#Means across Combat Service Support branches differ by more than 1.00.

Table 15 (continued)

OFFICER KSA BY BRANCH

KSA#	OTHER			
	20	21	24	
	ORSA/ : FACULTY/ : FORCE DEV	RESEARCH & DEV	FOREIGN AREA	
ALL**				
14	6.37	6.43	6.47	6.69
8	6.34	6.26	6.37	6.54
18	6.28	5.90	6.20	5.99
10	6.15	5.99	6.13	6.36
1	6.11	6.13	6.10	6.38
2	6.00	5.97	5.88	6.30

15	5.58	5.92	5.84	5.79
19	5.41*	5.14	4.88	4.64
9	5.27*	5.16	5.31	5.19
4	5.24*	5.15	5.15	4.90

11	4.82*#	4.20	4.64	5.29
6	4.82*	4.99	5.01	4.86
5	4.75*#	4.42	4.48	5.51
3	4.38*#	4.35	4.51	6.16
20	4.24*	3.09	3.33	3.42
12	4.22*#	4.02	4.33	2.84
17	4.14*	4.67	4.54	4.18

13	3.78*	3.03	3.12	3.59
16	3.42*#	4.34	3.98	2.63
7	2.43*	2.58	2.82	2.16

**Overall mean rating, not just other branches.

*Means across all branches differ by more than 1.00.

#Means across Other branches differ by more than 1.00.

Table 16

OFFICER KSA BY TYPE OF ORGANIZATION

KSA#	ALL	TOE	TDA
14	6.37	6.27	6.43
8	6.34	6.27	6.38
18	6.28	6.43	6.22
10	6.15	6.12	6.17
1	6.11	6.01	6.16
2	6.00	5.95	6.02
15	5.58	5.39	5.67
19	5.41	5.92	5.17
9	5.27	5.12	5.36
4	5.24	5.28	5.29
11	4.82	4.69	4.86
6	4.82	4.70	4.93
5	4.75	4.74	4.79
3	4.38	4.37	4.41
20	4.24*	5.03	3.88
12	4.22	4.52	4.07
17	4.14	3.76	4.32
13	3.78	3.98	3.67
16	3.42	2.91	3.67
7	2.48	2.33	2.58

*Means across type of organization differ by more than 1.00.

Table 17

OFFICER KSA BY DESIGNATED LEADERSHIP POSITION

KSA #	ALL	POSITION			
		PLT	CO	BNC	BRG
14	6.37	5.84	6.11	6.36	6.48
8	6.34	6.13	6.31	6.52	6.52
18	6.28	6.60	6.67	6.80	6.85
10	6.15	5.99	6.20	6.45	6.39
1	6.11	5.62	5.92	5.92	5.88
2	6.00	5.58	5.87	5.78	5.75
15	5.58*	4.85	5.21	5.78	5.96
19	5.41	6.40	6.05	6.09	5.80
9	5.27*	4.41	5.29	5.90	5.99
4	5.24	4.63	5.23	5.22	4.90
11	4.82*	4.34	5.22	5.23	5.40
6	4.82	4.54	4.44	4.59	5.00
5	4.75	4.62	4.68	5.10	5.45
3	4.38	4.49	4.63	4.50	4.99
20	4.24	5.74	5.92	6.22	5.78
12	4.22*	5.51	4.65	3.88	3.66
17	4.14	2.82	3.44	3.35	3.20
13	3.78	4.44	4.13	3.65	3.55
16	3.42*	2.24	2.73	3.23	3.27
7	2.48	2.63	2.27	2.26	2.51

*Means across leadership position differ by more than 1.00.

battalion commander's rating for ability to develop cohesive units/elements (20) was considerably higher than the overall rating. Of the five KSAs with a greater than 1.00 mean difference across position, four had mean ratings that increased as position increased. The remaining KSA, ability to read technical manuals (12), had a decreasing trend with platoon leaders highest and the other positions progressively lower.

DISCUSSION

This paper presents the methodology that was developed to identify the leadership portion of the job for Army commissioned and noncommissioned officers and the results that were obtained using this methodology. The methodological approach chosen was a task analysis designed to: (a) encompass both commissioned and noncommissioned officer leadership, (b) allow comparisons across ranks, branches, and type of officer, and (c) be compatible with an existing Army system. The task analysis used an empirically developed leadership task list tailored to Army leadership. The final task list consisted of 560 leadership tasks, divided into 20 individual duty areas. These 20 individual duties can be further organized into four broad areas which provide a framework for conceptualizing Army leadership (see Figure 7).

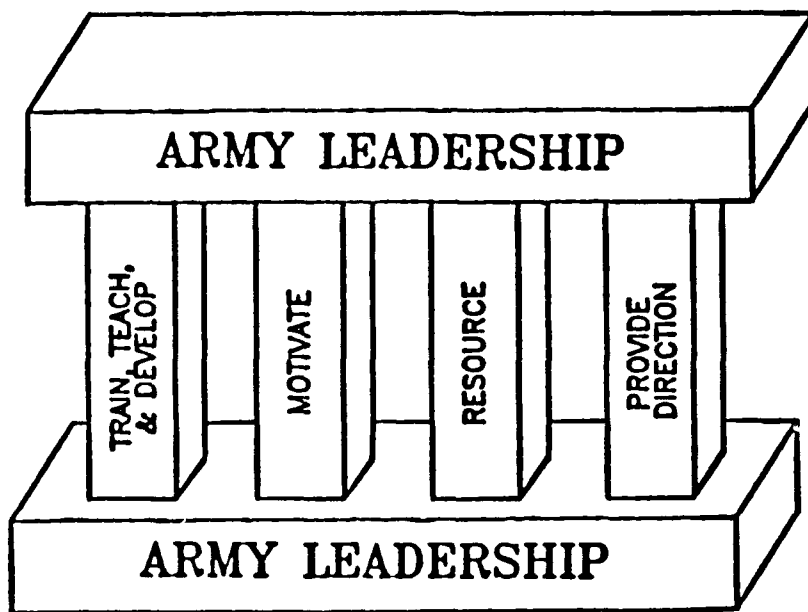


Figure 7. Four Components of Army Leadership

The central part of the methodology was the development of the leadership task list. The methodology was successful since leadership role/behavioral tasks could be generated; field and sponsor consensus for the task list could be obtained; a common task list for officers and NCOs across all branches could be developed; and the tasks could be used to differentiate roles as a function of rank, branch, type of organization, and position.

The results from administering the task analysis instrument to 5,033 commissioned officers were presented in this report. The results focus on differences in leadership task activities as a function of rank, branch, type of organization, and designated leadership position. Task results were provided both in terms of individual tasks and in terms of patterns across different areas within leadership. Both major findings and a summary of these findings are presented. Below are doctrinal implications of this research and a discussion of the utilization of the results.

I. Doctrinal Implications

A. What Leadership Encompasses

The doctrinal definition of leadership, which was the starting point in developing the Leader Requirements task list, was taken from FM 22-100, Military Leadership (Headquarters Department of the Army, 1983). This field manual is currently being updated and the final draft (Headquarters, Department of the Army, 1988a, p. 1-3) expands the definition of leadership, the process of influencing others to accomplish the mission, with: "by providing purpose, direction, and motivation." These three areas are further elaborated as follows:

1. Providing Purpose

- (a) give soldiers reasons why they should do things
- (b) establish priorities
- (c) explain the importance of missions
- (d) focus soldiers on the task

2. Providing Direction

- (a) show what must be done
- (b) establish standards
- (c) train soldiers

3. Providing Motivation

- (a) give the soldiers the will to do everything they can to accomplish the mission
- (b) cause soldiers to use their initiative
- (c) motivate soldiers by caring for them

- (d) challenge soldiers with interesting training
- (e) develop a cohesive team
- (f) reward success
- (g) give soldiers all the responsibility they can handle

Although there is considerable overlap between this formulation of leadership and the one empirically derived in the current Leader Requirements research (shown in Figure 1), the Leader Requirements formulation is larger in scope. Both groupings have two similar major areas: providing direction and providing motivation. However, the provide direction section in the Leader Requirements version includes organizational as well as soldier direction. Although there is no separate providing purpose section in Leader Requirements, the elements under providing purpose in doctrine are included in other sections of Leader Requirements. Thus, points "a" and "c" in providing purpose are included under motivation in the Leader Requirements version. Points "b" and "d" in providing purpose are included in the provide direction section in Leader Requirements.

One additional major area in the Leader Requirements approach is training, teaching, and developing others so that they are able to do what is necessary to accomplish the mission. Note from Figure 1 that it is a much broader area than is subsumed under providing direction in the doctrinal approach. It includes training, teaching, developing leaders, and planning and evaluating training. A second additional major area in the Leader Requirements version involves providing resources to facilitate mission accomplishment.

B. Sequential and Progressive Leadership

A commonly accepted concept is the importance of sequential and progressive Army leader development which reflects the changes in requirements at each successive level of leadership. Frequently implied is an orderly sequential and progressive change in the nature of leadership as a function of rank.

The data presented here, however, present a more complex and diverse picture. Several organizational factors, in addition to rank, impact on the leadership role. These include branch, type of organization, and leadership position. With respect to rank, some aspects of leadership appear fairly stable across rank and others do not. Areas for which there are trends often appear U-shaped, with the strongest emphasis on the role of the lieutenants and colonels. Indeed, the lieutenant leadership role is so broad that it emphasizes the need for considerable leadership development occurring very early in the career of an officer. The U-shaped trends also indicate that many captains and majors do not continue to perform many of the leadership tasks that will be required of them later as lieutenant colonels and colonels. A partial explanation of the U-shaped trends may

be that captains and majors were somewhat less likely to be supervisors (see Figure 2) and therefore did not continue to perform the leadership tasks related to the supervisory role.

C. Preparation for Combat

According to Army doctrine, the Army's basic mission is training "soldiers, leaders, and units to fight and win in combat...All leaders in the Army [need to] understand, attain, sustain, and enforce high standards of combat readiness through tough, realistic multi-echelon combined arms training designed to challenge and develop individuals, leaders, and units" (Headquarters, Department of the Army, 1988b, p. i). However, the data presented here indicate that there is a possible discrepancy between this doctrine and what actually occurs.

Almost 3/4 of the officers reported that very little of their job involved training for war. Even when just those in TOE units were considered, almost half reported that 20% or less of their job involved training for war. When asked about the number of days in the year they expected to train in the field in their current position, 49% of the commissioned officers responded that they did not expect to train in the field at all. Finally, in comparing their jobs in garrison versus in field training exercises/combat, one third of the respondents indicated that there was no similarity at all in their jobs for these two settings. These data and as well as the responses to the tasks are relevant to the issue of targeting training toward attaining and sustaining combat readiness, but not sufficient to draw conclusions. It is suggested that this issue be examined further.

II. Utilization

This research was designed to provide a foundation for updating the content of officer and NCO leadership development programs to reflect current leadership requirements. Intended products from this research were a methodology for leadership task analysis and the identification of leadership behavioral roles. These products could be used for:

- (a) incorporating task analyses for leadership within procedures that already exist for task analyses for the technical part of the job.
- (b) developing a blueprint for leadership development programs that takes into account how leadership tasks change from level to level in the Army.
- (c) determining needed instructional areas not presently addressed, and the levels for which they may be appropriate.

(d) identifying and addressing similarities and differences in leadership training requirements for different branches.

(e) determining appropriate time allotted to blocks of leadership instruction.

(f) identifying possible discrepancies between leadership doctrine and what leaders actually do.

Although this research has just been completed, its products have already begun to be used in some of these anticipated ways. Incorporating task analyses for leadership within procedures that already exist for task analyses for the technical part of the job was already accomplished with the conduct of this research. The Army Occupational Survey Program's (AOSP) system for distributing surveys, monitoring responses, scanning data, and data analysis was used. Further, AOSP has begun to incorporate items from the leadership task list in current occupational surveys. Based upon the responses to the Leader Requirements Survey, AOSP selected the key items for public affairs officers and included them in a task analysis survey for the entire population of public affairs officers.

There also have been a number of uses of these findings for leadership training programs such as in the development course content, the determination of skill requirements, and the targeting of courses to the appropriate audience. The Task Force for the Precommand Course for Command Sergeants Major used the NCO data to help determine relevant course content. NCO data were used to help identify NCO academic skill requirements (Harman, 1989). Finally, the Civilian Training Directorate and the Civilian Modernization Group are using data from the survey (indicating which military leaders supervise civilians) to help target the civilian personnel management courses to the right audience.

In addition, because the results from this type of analysis represent what leaders across the Army actually do in their current position, the results have proven to be useful with respect to doctrinal issues. For example:

(a) The Center for Army Leadership has used the results as input for Military Qualification Standards (MQS).

(b) The Chaplaincy Support Agency used the chaplain officer and NCO results as input for recommending policy changes for their enlisted training strategy.

(c) The NCO Leader Development Special Task Force used the NCO data for its final report and recommendations.

(d) The Army Science Board used the NCO results in its final report of the Ad HOC Subgroup on Close Combat (Heavy) Training Strategy for the 1990's (Army Science Board, 1989).

(e) Officer and NCO responses to the family-related tasks were provided to the Army Science Board and the Generals Advisory Group of the Community and Family Support Center.

All of these examples emphasize the usefulness of the methodology and its ability to provide much needed leadership data for many diverse groups within the Army. The task analysis methodology for leadership has been shown to be successful and fully compatible with the Army's occupational survey system. Leadership task analysis data complement the information already collected for the technical part of the job, thereby enabling a more complete understanding of officer and NCO total job requirements.

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Appendix A

**THE ARMY LEADER REQUIREMENTS
TASK ANALYSIS SURVEY**

Turn to Page 3 of Your Answer Booklet

INSTRUCTIONS FOR SECTION I - BACKGROUND INFORMATION

- | <u>Question #</u> | <u>Instructions</u> |
|-------------------|--|
| 1 | Fill in circle <u>A</u> for Question #1. |
| 2 | For question #2, do <u>NOT</u> write your own Duty Specialty. Instead, write "10A" and fill in appropriate circles. |
| 3 - 6 | Answer questions #3 thru #6 as they appear in the answer booklet. |
| 7 | <p><u>Select your 3-digit Duty Position Code as follows:</u></p> <p>-Find the <u>code</u> that corresponds to your Current Duty Specialty (Branch/Functional Area).</p> <p>-For question #7 in your answer booklet, write this <u>code</u> in the boxes and fill in the corresponding circles.</p> |

1
A

FORM

☒

EXAMPLE: If your Current Duty Specialty is 21, your code is 002.

7 DUTY POSITION CODE
(SEE LIST IN SECTION I OF QUESTIONNAIRE)

<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<u>Choose this code</u>	<u>If your Current Duty Specialty is:</u>
<u>001</u>	<u>INFANTRY:</u> 11
<u>002</u>	<u>ENGINEER:</u> 21
<u>003</u>	<u>FIELD ARTILLERY:</u> 13
<u>004</u>	<u>ADA:</u> 14
<u>005</u>	<u>ARMOR:</u> 12
<u>008</u>	<u>SIGNAL:</u> 25

(continued on next page)

<u>Choose this code</u>	<u>If your Current Duty Specialty is:</u>
<u>009</u>	<u>ADP/FINANCE/AG/OCPA:</u> 41, 42, 44, 45, 46, 53
<u>010</u>	<u>CHEMICAL:</u> 74
<u>011</u>	<u>ORDNANCE:</u> 91
<u>012</u>	<u>TRANSPORTATION:</u> 95
<u>013</u>	<u>CHAPLAINS:</u> 56
<u>014</u>	<u>QUARTERMASTER:</u> 92
<u>015</u>	<u>MEDICAL:</u> 60 - 68
<u>016</u>	<u>AVIATION:</u> 15
<u>017</u>	<u>MP:</u> 31
<u>018</u>	<u>MI:</u> 35
<u>020</u>	<u>PERM FACULTY/ORSA/FORCE DEV/NUC</u> <u>WEAPONS/OPS, PLANS, & TRAINING/</u> <u>COMBAT DEV:</u> 47, 49, 50, 52, 54, 99
<u>021</u>	<u>RESEARCH & DEV/PROCUREMENT:</u> 51, 97
<u>022</u>	<u>JAG:</u> 55
<u>023</u>	<u>SPECIAL OPS:</u> 18, 48

8 - 23 Answer questions #8 thru #23 as they appear in
the answer booklet.

Turn to next page.

INSTRUCTIONS: SECTION II - TASKS

This survey contains a list of leadership tasks that might be performed by Army leaders at different ranks (SGT - CSM and 2LT - COL) and in different branches. No one leader is likely to do all, or even most, of the tasks included in the survey.

The survey IS NOT an evaluation of how well leaders are doing the tasks or of how many tasks they do. The survey items are not necessarily tasks that leaders should or should not do.

- (1) Read all tasks listed in Section II of this survey and decide which tasks YOU DO in YOUR CURRENT DUTY ASSIGNMENT. Please consider:

- Day-to-day work
- On-the-job training
- Unit training
- Training exercises (e.g., ARTEP, FTX)
- Simulations

- (2) If you do NOT perform the task in YOUR CURRENT DUTY ASSIGNMENT, DO NOT RATE IT!

- (3) Rate those tasks you do using the scale below:

1. Insignificant Part of the Job
2. Slightly Significant Part of the Job
3. Somewhat Significant Part of the Job
4. Moderately Significant Part of the Job
5. Quite Significant Part of the Job
6. Highly Significant Part of the Job
7. Extremely Significant Part of the Job

EXAMPLES

Insignificant	<input checked="" type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7
Somewhat Significant	<input type="radio"/> 1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7
Highly Significant	<input type="radio"/> 1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input checked="" type="radio"/> 4 <input checked="" type="radio"/> 5 <input checked="" type="radio"/> 6 <input type="radio"/> 7
Not Done (No Rating)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7

REMEMBER:

- RATE ONLY TASKS THAT ARE PART OF YOUR CURRENT DUTY ASSIGNMENT.
- Fill in ONLY ONE circle for each task you rate.
- Record your answers beginning on PAGE 7 of the separate Answer Booklet.

RATE ONLY THOSE TASKS YOU DO

NOTE:Train = to drill in habits; to develop skillTeach = to instruct; to give knowledge

PART OF POSITION

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

A. TRAIN SOLDIERS

- 001 Improve performance of subordinates
- 002 Develop regular habits of maintenance in the unit
- 003 Develop good work habits in soldiers
- 004 Develop well-trained unit/element
- 005 Train soldiers in common soldier tasks
- 006 Train soldiers for the skills required to pass SQTs
- 007 Train soldiers to be technically and tactically proficient
- 008 Train soldiers for front-line combat
- 009 Train soldiers to support others in combat
- 010 Train soldiers to work with a weapons system
- 011 Train soldiers to operate equipment
- 012 Train soldiers to maintain equipment
- 013 Train soldiers to check their own work
- 014 Train soldiers to recognize ethical dimensions of both their decisions and behaviors
- 015 Crosstrain soldiers
- 016 Train soldiers to be instructors
- 017 Train soldiers to work with organized labor unions
- 018 Train soldiers to handle stress
- 019 Train soldiers to do their jobs without supervision
- 020 Train soldiers to meet time requirements
- 021 Train soldiers in marketable civilian skills

SECTION II - TASKS

RATE ONLY THOSE TASKS YOU DO

PART OF POSITION

B. TEACH SOLDIERS

- 022 Teach soldiers written communication
- 023 Teach soldiers oral communication
- 024 Teach soldiers personal discipline
- 025 Teach soldiers about wills and insurance
- 026 Teach soldiers interpersonal skills
- 027 Teach soldiers problem solving
- 028 Teach soldiers general decision-making strategies
- 029 Teach soldiers tactics
- 030 Teach soldiers about the current world situation
- 031 Teach soldiers about their rights as veterans
- 032 Teach soldiers about legal rights of civilian employees
- 033 Teach enlisted soldiers proper wearing of the Army uniform
- 034 Teach officers proper wearing of the Army uniform
- 035 Teach enlisted soldiers basic military skills
- 036 Teach officers basic military skills
- 037 Teach enlisted soldiers to do their jobs
- 038 Teach officers to do their jobs
- 039 Prepare individuals to appear before review boards

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SECTION II - TASKS

RATE ONLY THOSE TASKS YOU DO

PART OF POSITION

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C. DEVELOP LEADERS

- 040 Train soldiers in leadership
- 041 Delegate decision-making to subordinates
- 042 Delegate authority to the lowest appropriate level
- 043 Train subordinates to take initiative
- 044 Develop counseling skills of subordinate leaders
- 045 Advise superiors on leadership issues
- 046 Advise subordinate leaders on ways to resolve ethical conflicts
- 047 Increase leadership responsibilities of soldiers returning from leadership training courses
- 048 Rotate subordinates' assignments in order to give them varied experiences
- 049 Provide opportunities for subordinates to lead in your place in garrison
- 050 Provide opportunities for subordinates to lead in your place in the field
- 051 Support decisions of subordinate leaders
- 052 Allow subordinate leaders to learn from their mistakes
- 053 Teach leaders how to inspect
- 054 Establish leader-development policies
- 055 Implement leader-development policies
- 056 Identify potential leaders
- 057 Recommend military training
- 058 Recommend civilian education
- 059 Provide soldiers the opportunity to receive formal training
- 060 Provide time for subordinates to participate in self-development programs

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D. PLAN AND CONDUCT TRAINING

- 061 Determine what should be trained in garrison
- 062 Determine what should be trained in the field
- 063 Determine what should be taught in the classroom
- 064 Write lesson plans
- 065 Design training aids
- 066 Determine the amount of training time
- 067 Develop training schedule
- 068 Incorporate training into ongoing, 24-hour mission
- 069 Coordinate training with partnership unit (i.e., Allied Army unit)
- 070 Coordinate training with roundout units/affiliates (e.g., National Guard, Reserves)
- 071 Plan training programs
- 072 Evaluate training programs
- 073 Evaluate effectiveness of training
- 074 Modify training procedures
- 075 Write ARTEPS
- 076 Conduct individual soldier training
- 077 Conduct team training
- 078 Conduct collective training of units larger than teams
- 079 Conduct hip-pocket training
- 080 Conduct battle drills

SECTION II - TASKS

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PLAN AND CONDUCT TRAINING (continued)

- 081 Instruct in a branch school or training center
- 082 Instruct NCO development classes
- 083 Administer SQTs
- 084 Monitor administration of SQTs
- 085 Train by demonstrating how it's done (e.g., demonstrate counseling)
- 086 Monitor instructor/trainer preparation
- 087 Train the trainers
- 088 Evaluate the trainers
- 089 Train people who are the same rank as you
- 090 Train people who are higher in rank than you
- 091 Train people who are lower in rank than you
- 092 Train your own replacement
- 093 Train junior enlisted soldiers
- 094 Train NCOs
- 095 Train officers
- 096 Train civilians
- 097 Train military personnel from other U.S. services (e.g., U.S. Navy)
- 098 Train Allied military personnel
- 099 Train cross-attached units
- 100 Give technical training to subordinates whose MOS/Specialty Area is the same as yours
- 101 Give technical training to subordinates whose MOS/Specialty Area differs from yours
- 102 Supervise technical training of subordinates whose MOS/Specialty Area differs from yours

SECTION II - TASKS

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E. TRAIN IN THE FIELD TO ENTER COMBAT

- 103. Lead troops into combat-type situations
- 104. Lead task force
- 105. Monitor field training
- 106. Establish maintenance priorities in the field
- 107. Monitor logistics in the field
- 108. Coordinate with adjacent units during combat training
- 109. Control spread of fear in combat-type situations
- 110. Enforce the Laws of War (including the Geneva and Hague conventions)
- 111. Take charge in the absence of instructions from commander
- 112. In a combat-type situation, assign soldiers to perform in a totally different MOS/specialty area
- 113. State the mission
- 114. Ensure mission accomplishment
- 115. Decide on courses of action for the battleplan
- 116. Decide on priority targets
- 117. Obtain operation order
- 118. Determine how to accomplish the mission
- 119. Take charge of tactics in the field
- 120. Direct tactical security in the field
- 121. Oversee preparation to fire
- 122. Influence events on the battlefield that are beyond visual range
- 123. Supervise reconnaissance efforts
- 124. Organize patrols
- 125. Provide combat intelligence information
- 126. Set up command post
- 127. Prepare the unit to move out
- 128. Assist commander with maneuver of the unit

SECTION II - TASKS

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TRAIN IN THE FIELD TO ENTER COMBAT (continued)

- 129. Position the elements of your unit
- 130. Direct the testing of weapons in the field
- 131. Direct the use of multiple weapon systems
- 132. Ensure that vehicles are refueled
- 133. Dispatch vehicles
- 134. Maintain communication with the next higher headquarters
- 135. Direct communications in the field
- 136. Monitor the radio
- 137. Request indirect fire
- 138. Issue fragmentary orders
- 139. Issue warning orders
- 140. Plan for prompt medical attention for battle casualties
- 141. Oversee evacuation of casualties
- 142. Develop sleep plans for continuous operations
- 143. Enforce sleep plans
- 144. Set meal times
- 145. Assure timely resupply of ammunition and/or food during combat exercises
- 146. Assess battle damage

F. MOTIVATE OTHERS (THE WEAT)

- 147. Motivate subordinates
- 148. Motivate superiors
- 149. Motivate troops to sustain combat-ready teams
- 150. Motivate troops to become more aggressive
- 151. Motivate troops to close with the enemy
- 152. Motivate subordinates to take on special projects with short suspenses

SECTION II - TASKS

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MOTIVATE OTHERS (THE WHAT) - continued

- 153. Motivate soldiers to carry out the mission
- 154. Maintain troop interest in training in garrison
- 155. Increase soldier willingness to take risks in combat
- 156. Keep soldiers motivated under sleep deprivation conditions
- 157. Motivate soldiers who have attitude problems
- 158. Motivate soldiers to reenlist
- 159. Motivate soldiers to perform maintenance

G. MOTIVATE OTHERS (THE HOW)

- 160. Set the example
- 161. Demonstrate Army values
- 162. Demonstrate expertise on weapons subordinates use
- 163. Direct/lead from a forward position in the battle
- 164. Use the authority of the commander
- 165. Foster a positive command climate
- 166. Give your soldiers the best leaders available
- 167. Provide resources needed to fight the battle
- 168. Explain why tasks need to be done
- 169. Give pep talks
- 170. Recognize soldier accomplishments
- 171. Inform unit about why you rewarded an individual
- 172. Encourage competition for Soldier-of-the Month/Quarter/Year
- 173. Provide challenges to keep up motivation
- 174. Develop tasks to relieve boredom
- 175. Distribute details evenly among subordinate units
- 176. Reduce the number of training distractors

SECTION II - TASKS

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MOTIVATE OTHERS (THE HOW) - continued

- 177. Motivate subordinates by helping them with their tasks
- 178. Refrain from doing subordinates' jobs
- 179. Accompany immediate subordinates on unpleasant tasks
- 180. Remain available to immediate subordinates until they finish for the day
- 181. Train subordinates in realistic combat situations/exercises
- 182. In combat/combat-type situations, remain with the element you lead
- 183. Share the hardships with soldiers in the field
- 184. Encourage higher-level leaders to visit troops in the danger area
- 185. Motivate good maintenance by requiring soldiers to stay with vehicles until they work
- 186. Conduct inspections
- 187. Brief the unit on its strengths
- 188. Brief the unit on its weaknesses
- 189. On daily basis, have face-to-face contact with immediate subordinates
- 190. Coach subordinates on career development
- 191. Arrange for soldiers to get time off
- 192. Obtain input from subordinates for SOPs
- 193. Monitor remedial PT
- 194. Eat chow with subordinates
- 195. Give detailed guidance to get the task done
- 196. Require subordinates to maintain military bearing and appearance in the field
- 197. Promote a unit theme which states desired goals
- 198. Read inspirational history to troops at formation
- 199. Prepare written motivational materials
- 200. Act as a mediator in disputes
- 201. Identify potential suicides

PART OF POSITION

SECTION II - TASKS

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H . DEVELOP UNIT COHESION

- 202. Train all of your unit members together
- 203. Hold group planning sessions with subordinates
- 204. Hold group problem-solving sessions with subordinates
- 205. Hold formations
- 206. Position unit facilities together (e.g., barracks, orderly room, etc.)
- 207. Promote the concept of cohort units
- 208. Reward the unit
- 209. Encourage subordinates to set standards higher than required
- 210. Encourage the unit to critique its own performance
- 211. Ask subordinate leaders what should be trained
- 212. Obtain subordinate input to clarify unit goals
- 213. Assign new soldiers to train with experienced buddy pairs
- 214. Encourage members of the group to rely on one another
- 215. Upgrade informal leaders to legitimate leader positions
- 216. Encourage informal leaders to help others obtain unit objectives
- 217. Develop close working relationships with subordinates
- 218. Spend free time with people in the unit
- 219. Act as "father figure" to subordinates
- 220. Act as a buffer between superior and subordinates
- 221. Act as a buffer between enlisted and officers
- 222. Require attendance at military ceremonies (e.g., parades, award ceremonies)
- 223. Attend ceremonies for subordinates
- 224. Conduct memorial services for unit's dead
- 225. Visit troops in stockade
- 226. Assess the climate of the unit
- 227. Set unit climate

SECTION II - TASKS

RATE ONLY THOSE TASKS YOU DO

PART OF POSITION

DEVELOP UNIT COHESION (continued)

228. Monitor unit cohesion
229. Identify sources of discontent
230. Dispel rumors
231. Talk to subordinates about causes for low morale in the unit
232. Resolve conflicts among the troops
233. Establish procedures for reception/integration of newcomers
234. Inform newcomers of the priorities of the unit
235. Initiate hail-and-farewell
236. Encourage emphasis on unit symbols (e.g., emblems, customs, songs, motto)
237. Familiarize the soldier with the history of the unit
238. Promote shared values as a basis for acceptance by unit members
239. Promote shared unit standards as a basis for unit membership
240. Instill belief that your unit is better than other units
241. Communicate the unit mission
242. Align individual and unit goals
243. Make the soldier feel needed by the unit
244. Encourage soldiers to join military associations (e.g., AUSA, NCOA, branch associations)
245. Provide opportunities for the unit to compete against other units
246. Encourage organization of unit sports teams
247. Schedule time during the duty day for sports practice
248. Organize prayer breakfast
249. Arrange unit social functions (picnics, group outings)
250. Welcome the soldier's family into the unit
251. Arrange gatherings with troops and their families
252. Develop bonds among families in the unit
253. Encourage attendance at dining out

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I. REWARD AND DISCIPLINE SUBORDINATES

- 254. Tell soldiers when they are performing well
- 255. Give formal positive counseling statements
- 256. Tell subordinates what their reward will be for doing a good job
- 257. Issue certificates of achievement
- 258. Write letters of appreciation to recognize subordinates' performance
- 259. Recommend subordinates for promotion
- 260. Recommend awards for soldiers
- 261. Recommend awards for civilians
- 262. Approve recommendations for awards
- 263. Request time off for a soldier
- 264. Make the decision to give a soldier time off
- 265. Dismiss subordinates before the end of the duty day if they have finished their work
- 266. Reward achievements by giving more responsibility
- 267. Give inexpensive momentos
- 268. Allow extra privileges
- 269. Counsel subordinates about potential disciplinary action
- 270. Recommend disciplinary actions
- 271. Decide on disciplinary actions
- 272. Discipline subordinates for inappropriate behavior
- 273. Report discipline problems to superiors
- 274. Administer punishments under UCMJ
- 275. Initiate administrative actions (e.g., Article 15s)
- 276. Administer Article 15s
- 277. Initiate court martial proceedings
- 278. Conduct court martial proceedings
- 279. Give verbal reprimand

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION****REWARD AND DISCIPLINE SUBORDINATES (continued)**

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- 280. Draft letter of reprimand
- 281. Assign extra training/corrective training
- 282. Discipline civilian personnel
- 283. Recommend that supervisors award/discipline civilians

J. TAKE CARE OF SOLDIERS

- 284. Foster a supportive, caring environment
- 285. Ensure that subordinates follow good health/hygiene practices in garrison
- 286. Ensure that subordinates follow good health/hygiene practices in field
- 287. Ensure that rations are issued
- 288. Teach soldiers to be self-sufficient
- 289. Teach soldiers to be socially responsible
- 290. Teach soldiers about sexually transmitted diseases
- 291. Ensure that soldiers' personal property is secure prior to their going to the field
- 292. Promote physical fitness
- 293. Assist subordinates with their personal problems
- 294. Advise subordinates on how to deal with spouses
- 295. Conduct "We Care Day" for dependents
- 296. Ensure that spouses are aware of schedule for upcoming FTXs
- 297. Respond to concerns of soldiers' parents
- 298. Take care of soldier pay problems
- 299. Make appointments for soldiers with finance
- 300. Personally hand pay voucher to all subordinates
- 301. Provide survivor benefits information to soldiers/families
- 302. Act as credit reference for subordinates

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

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TAKE CARE OF SOLDIERS (continued)

- 303. Act as sponsor for newly-arrived soldiers
- 304. Avoid fraternization with female soldiers
- 305. Avoid fraternization with male soldiers
- 306. Discourage fraternization
- 307. Ensure the absence of sexual harassment
- 308. Enforce crime-prevention procedures
- 309. Check on chow line
- 310. Prepare subordinates for promotions
- 311. Facilitate soldier outprocessing
- 312. Identify and promote individual subordinate's interests (e.g., sports, hobbies)
- 313. Provide time for subordinates to do personal errands (e.g., haircut)
- 314. Provide soldiers rides/transportation
- 315. Drive drunk subordinates home
- 316. Arrange to get soldiers out of jail

K. MANAGE RESOURCES

- 317. Manage time
- 318. Manage people/manpower
- 319. Manage information
- 320. Manage things (money, supplies, equipment, etc.)
- 321. Conduct crisis management (put out fires)
- 322. Solve each problem in order of priority
- 323. Decide on changes in scheduled activities
- 324. Determine time soldiers are dismissed for the day
- 325. Seek ways to improve productivity

SECTION II - TASKS

****RATE ONLY THOSE TASKS YOU DO****

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MANAGE RESOURCES (continued)

- 326. Recruit specific personnel to request assignment to your unit
- 327. Requisition personnel assigned to the post for your unit
- 328. Select subordinates who are proven fighters/varriors/heroes
- 329. Select/hand-pick your subordinates
- 330. Select/hand-pick technical experts for the unit
- 331. Screen acceptance of incoming personnel
- 332. Approve placement of new personnel
- 333. Make duty assignments for enlisted personnel
- 334. Make duty assignments for officers
- 335. Recommend compassionate reassignment or hardship discharge
- 336. Assign enlisted personnel to work outside their MOS
- 337. Delegate life-threatening tasks
- 338. Determine your own responsibilities
- 339. Task units to fill details
- 340. Assign additional duties (e.g., security, EEO, arms room)
- 341. Assign individual soldiers to details (e.g., painting barracks, raking)
- 342. Develop Order of Merit List (OML)
- 343. Hire civilian personnel
- 344. Develop job descriptions for civilian personnel
- 345. Allocate funds to units
- 346. Allocate funds within the unit
- 347. Advise on collecting money for functions
- 348. Gather information needed to do the job right
- 349. Write articles for military journals
- 350. Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)

PART OF POSITION

SECTION II - TASKS

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MANAGE RESOURCES (continued)

- 351. Monitor/delegate activities that must be integrated
- 352. Monitor/control POL allocation
- 353. Update war plans for the region
- 354. Ensure that needed equipment/material is available
- 355. Use statistics to assess how well unit is performing
- 356. Monitor property management of the unit

L. PERFORM/SUPERVISE ADMINISTRATIVE FUNCTIONS

- 357. Supervise administrative services
- 358. Organize office staff
- 359. Ensure that subordinates use complete/up-to-date manuals
- 360. Submit after-action reports
- 361. Establish SOPs for your unit
- 362. Develop SOPs to be used by other units
- 363. Revise SOPs
- 364. Approve SOPs
- 365. Develop emergency preparedness and evacuation plans
- 366. Administer Soldier-of-the-Month/Quarter/Year board
- 367. Administer promotion boards
- 368. Ensure personnel follow proper procedures in filling out paperwork
- 369. Edit and proofread written materials
- 370. Supervise completion of reports
- 371. Write status reports
- 372. Write technical reports
- 373. Write letters of instruction

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION****PERFORM/SUPERVISE ADMINISTRATIVE FUNCTIONS (continued)**

- 374. Write staff studies
- 375. Write soldiers' manuals
- 376. Write information papers
- 377. Write regulations
- 378. Update regulations
- 379. Decide where to route task requests
- 380. Approve paperwork for your unit
- 381. Process soldiers for elimination
- 382. Approve requests for civilian personnel actions

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M. COORDINATE WITH OTHERS OUTSIDE THE UNIT

- 383. Respond to the needs of other units
- 384. Coordinate drug and alcohol counseling programs with outside agencies
- 385. Coordinate unit activities with other types of units
- 386. Integrate different types of units into the mission
- 387. Coordinate with other branches within the Army
- 388. Coordinate with other U.S. military services (e.g., Air Force, Navy)
- 389. Coordinate activities with military services of other countries
- 390. Coordinate supervision of Allied personnel with Allied military leader counterpart
- 391. Recognize Allied country military codes/customs
- 392. Develop contacts with organizations outside the Army
- 393. Develop network with others throughout the Army
- 394. Perform duties of safety officer
- 395. Perform duties of health and services liaison officer
- 396. Perform duties of community public relations liaison officer

PART OF POSITION

SECTION II - TASKS

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COORDINATE WITH OTHERS OUTSIDE THE UNIT (continued)

- 397. Perform duties of liaison with NATO
- 398. Perform duties of liaison with government of the country to which you are assigned
- 399. Perform duties of a community commander (OCONUS)
- 400. Coordinate work with civilian specialists
- 401. Participate in contract negotiations with labor unions
- 402. Develop rapport with the civilian community

N. SUPERVISE OTHERS

- 403. Supervise U.S. soldiers
- 404. Supervise Allied soldiers
- 405. Supervise U.S. civilians
- 406. Supervise non-U.S. civilians overseas
- 407. Supervise male soldiers
- 408. Supervise female soldiers
- 409. Supervise personnel attached to the unit
- 410. Supervise personnel assigned to another unit
- 411. Supervise soldiers who supervise others
- 412. Supervise subordinates who are older than you
- 413. Supervise subordinates who are more experienced than you
- 414. Supervise subordinates who have more education than you
- 415. Supervise subordinates who are not highly motivated
- 416. Supervise subordinates on different shifts
- 417. Supervise civilians who are retired military
- 418. Supervise subordinates in a variety of MOS/Specialty Areas
- 419. Supervise soldiers, most of whom live on post
- 420. Supervise soldiers, most of whom live off post

PART OF POSITION

SECTION II - TASKS

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- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

SUPERVISE OTHERS (continued)

- 421. Supervise soldiers stationed 60 or more miles away
- 422. Supervise a greater number of civilians than military

0. MAINTAIN 2-WAY INFORMATION EXCHANGE WITH SUBORDINATES

- 423. Establish communication channels
- 424. Encourage upward communication
- 425. Encourage downward communication
- 426. Encourage subordinates to provide positive feedback
- 427. Encourage subordinates to provide constructive criticism
- 428. Evaluate communication channels
- 429. Communicate with subordinates primarily by radio and/or telephone
- 430. Tell subordinates what their critical tasks are
- 431. Tell subordinates daily what their tasks are
- 432. Provide subordinates with guidelines to follow
- 433. Communicate the intent of the commander
- 434. Conduct meetings
- 435. Conduct close to 100% formations
- 436. Give information briefings
- 437. Keep soldiers informed about the current situation
- 438. Write operation orders
- 439. Make sure that subordinates backbrief operations orders
- 440. Check that bulletin boards are current
- 441. Act as senior advisor
- 442. Ask subordinates to teach you what you don't know
- 443. Enforce carrying instruction cards (reminders about what to do in particular situations)

SECTION II - TASKS

RATE ONLY THOSE TASKS YOU DO

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

P. MAINTAIN 2-WAY INFORMATION EXCHANGE WITH SUPERIORS

- 444. Provide positive feedback to higher-ranked individuals
- 445. Provide constructive criticism to individuals one rank higher
- 446. Provide constructive criticism to individuals two ranks higher
- 447. Provide constructive criticism to individuals more than two ranks higher
- 448. Provide superiors with information about the enemy situation
- 449. Explain the "why" of things to higher-ranked individuals
- 450. Make on-the-spot corrections to higher-ranked individuals
- 451. Backbrief operation orders
- 452. Act as the commander's "eyes and ears"
- 453. Keep the commander informed about people-problems
- 454. Make presentations at decision briefings
- 455. Influence the philosophy of the commander
- 456. Convince the commander to change the SOP
- 457. Advise higher-ranked leaders from other US/foreign services
- 458. Represent the soldiers to the commander
- 459. Provide input to inspectors from higher headquarters
- 460. On a regular basis, respond to direct taskings from several individuals

Q. MONITOR AND EVALUATE PERFORMANCE

- 461. Monitor tasks being performed at the same time at different locations
- 462. Monitor rear detachment organization
- 463. Check equipment of subordinates
- 464. Monitor troop appearance
- 465. Monitor safety practices in subordinate leader's units
- 466. Monitor maintenance in subordinate leaders' units
- 467. Monitor quarters/barracks in subordinate leader's unit
- 468. Inspect immediate subordinates' living quarters

SECTION II - TASKS****RATE ONLY THOSE TASKS YOU DO******PART OF POSITION**

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

MONITOR AND EVALUATE PERFORMANCE (continued)

- 469. Check that subordinates are at their appointed place of duty
- 470. Check that subordinates accomplish assigned tasks
- 471. Monitor subordinates as they do technical tasks
- 472. Keep job books (or the equivalent) for subordinates
- 473. Identify soldiers who need special training to increase competence
- 474. Conduct external evaluations/inspections
- 475. Conduct courtesy evaluations/inspections
- 476. Conduct health and welfare inspections
- 477. Conduct safety inspections
- 478. Administer drug abuse screening procedures
- 479. Determine whether a unit drug problem exists
- 480. Evaluate group performance
- 481. Act as observer/controller for field exercises
- 482. Conduct after action reviews (AARs)
- 483. Develop technical tests to assess soldier performance (e.g., identification of vehicles)
- 484. Assess whether overall unit mission is being accomplished
- 485. Evaluate group/unit readiness for combat
- 486. Inspect work upon its completion by subordinates
- 487. Inspect after your subordinate leaders inspect
- 488. Check with people who rely on the work/products of your subordinates
- 489. Approve work of subordinates based upon reports of others
- 490. Evaluate individual soldier performance against established standards
- 491. Assess potential of subordinates
- 492. Write EERs
- 493. Write OERs

SECTION II - TASKS

****RATE ONLY THOSE TASKS YOU DO****

PART OF POSITION

MONITOR AND EVALUATE PERFORMANCE (continued)

- 494. Write civilian performance appraisals
- 495. Review performance ratings
- 496. Endorse performance ratings
- 497. Act as second-level signer for evaluations (OERs, GPASs, etc.)
- 498. Serve on selection and/or promotion boards

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

R. CONDUCT COUNSELING

- 499. Counsel male soldiers on their performance
- 500. Counsel female soldiers on their performance
- 501. Counsel civilians on their performance
- 502. Document performance problems of subordinates
- 503. Write counseling statements
- 504. Communicate performance standards to subordinates
- 505. Counsel soldiers on wearing the proper uniform
- 506. Counsel soldiers on observing posted directives
- 507. Counsel soldiers on military courtesy
- 508. Counsel subordinate leaders on correcting their subordinates
- 509. Make on-the-spot corrections
- 510. Give reception and integration counseling
- 511. Advise spouses of soldiers
- 512. Explain the soldiers' jobs to their families
- 513. Counsel soldiers on family problems
- 514. Counsel soldiers on finances
- 515. Counsel soldiers on child abuse
- 516. Counsel soldiers on spouse abuse
- 517. Counsel soldiers on their careers

SECTION II - TASKS

****RATE ONLY THOSE TASKS YOU DO****

PART OF POSITION

CONDUCT COUNSELING (continued)

- 518. Counsel soldiers on alcohol abuse
- 519. Counsel soldiers on drug abuse
- 520. Counsel soldiers against smoking
- 521. Identify soldiers who may have undisclosed personal problems
- 522. Refer soldiers to other counselors

- 1 - INSIGNIFICANT
- 2 - SLIGHTLY SIGNIFICANT
- 3 - SOMEWHAT SIGNIFICANT
- 4 - MODERATELY SIGNIFICANT
- 5 - QUITE SIGNIFICANT
- 6 - HIGHLY SIGNIFICANT
- 7 - EXTREMELY SIGNIFICANT

S. ESTABLISH DIRECTION OF YOUR UNIT/ELEMENT

- 523. Lead the unit/element without much direct supervision
- 524. Establish the mission for the subordinate unit
- 525. Communicate mission purpose
- 526. Establish short-term unit/element objectives
- 527. Establish long-term unit/element goals
- 528. Establish standards for your unit/element
- 529. Clarify standards for your unit/element
- 530. Enforce standards for your unit/element
- 531. Identify alternative courses of action
- 532. Determine how to accomplish the mission according to doctrine
- 533. Determine the critical tasks of the overall mission
- 534. Determine task milestones
- 535. Ensure readiness of your unit/element

T. PROVIDE INPUT FOR THE DIRECTION OF THE LARGER ORGANIZATION

- | | PART OF POSITION |
|--|----------------------------|
| 536. Determine goals of the larger organization | 1 - INSIGNIFICANT |
| 537. Periodically reassess goals of the larger organization | 2 - SLIGHTLY SIGNIFICANT |
| 538. Determine organizational priorities | 3 - SOMEWHAT SIGNIFICANT |
| 539. Determine philosophy of the organization | 4 - MODERATELY SIGNIFICANT |
| 540. Create the vision of the organization | 5 - QUITE SIGNIFICANT |
| 541. Suggest the Army theme of the year | 6 - HIGHLY SIGNIFICANT |
| 542. Make policy decisions | 7 - EXTREMELY SIGNIFICANT |
| 543. Write doctrine | |
| 544. Provide general direction for organizational planning | |
| 545. Design an organizational planning system | |
| 546. Determine values of the organization | |
| 547. Write policies to make organizational values operational | |
| 548. Structure the organization | |
| 549. Designate organizational relationships | |
| 550. Determine force structure required to satisfy tactical planning | |
| 551. Coordinate/integrate subsystems in the organization | |
| 552. Integrate organizational programs with objectives | |
| 553. Create combined arms teams | |
| 554. Integrate combined arms teams with logistics and support functions | |
| 555. Participate in design of combat-ready force for joint military operations | |
| 556. Design organizational information systems | |
| 557. Design organizational chain of communication | |
| 558. Establish the level at which decisions are made | |
| 559. Advise the staff | |
| 560. Assess the general political climate in other countries | |

Turn to PAGE 16 of your answer booklet.

SECTION III - DUTY POSITION REQUIREMENTS (Turn to Page 16 of your answer booklet)

USE THE FOLLOWING SCALE FOR QUESTIONS NO. 001 through 020:

1. Not important
 2. Of little importance
 3. Somewhat important
 4. Moderately important
 5. Quite important
 6. Very important
 7. Extremely important
-

How IMPORTANT are the following to your CURRENT JOB?

- 001 Knowledge of grammar
- 002 Knowledge of spelling
- 003 Knowledge of national current events
- 004 Knowledge of military correspondence
- 005 Knowledge of military protocol
- 006 Knowledge of organizational structure of the Army
- 007 Knowledge of survey-design procedures
- 008 Ability to speak effectively/clearly
- 009 Ability to deliver talks before large audiences
- 010 Ability to listen effectively/actively
- 011 Ability to develop rapport in interviews
- 012 Ability to read technical manuals
- 013 Ability to read aloud clearly/fluentlly
- 014 Ability to communicate effectively in writing
- 015 Ability to analyze data
- 016 Ability to use computers for statistical analyses
- 017 Ability to use use computers for word processing
- 018 Ability to make decisions
- 019 Technical and tactical proficiency
- 020 Ability to develop cohesive units/elements

021 To which slot are you NOW assigned:

1. A slot at my grade level
2. One slot below my grade level
3. One slot above my grade level
4. Two slots above my grade level
5. Don't know

022 How many immediate subordinates do you supervise directly?
(Do NOT count the subordinates of those you supervise.)

1. none
2. 1 to 5
3. 6 to 10
4. 11 to 15
5. 16 to 20
6. 21 to 25
7. 26 or more

023 IN YOUR CURRENT POSITION, which of the following is your primary mission?

1. Combat
2. Combat support
3. Combat service support
4. Not sure

024 On the average, how many hours a day are you on duty?

1. 5 or less
2. 6 to 7
3. 8 to 9
4. 10 to 11
5. 12 to 13
6. 14 to 15
7. 16 or more

025 In your current position, how many days in a year would you expect to train in the field?

1. 0 days
2. 1 - 5 days
3. 6 - 20 days
4. 21 - 36 days
5. 37 - 100 days
6. 101 - 199 days
7. 200 or more days

026 In your current position, how similar are the tasks you perform in garrison to those you perform in field-training exercises/combat?

1. Not similar at all
2. Slightly similar
3. Moderately similar
4. Extremely similar
5. Exactly the same

027 In your opinion, how much of your immediate subordinates' jobs do you have to be able to do in order to do your own job well?

1. 0%
2. 1% - 20%
3. 21% - 40%
4. 41% - 60%
5. 61% - 80%
6. 81% - 100%

028 How adequate was the Army's formal school training in leadership in preparing you to lead?

1. I did not receive any Army formal training in leadership
2. Not adequate
3. Slightly adequate
4. Moderately adequate
5. Highly adequate

USE THE FOLLOWING SCALE FOR QUESTIONS NO. 029 through 038:

1. Yes
 2. No
 3. Don't know
-

029 Have you ever participated in training exercises at the National Training Center (NTC) at Fort Irvin, California?

030 Are you currently in a staff position (as opposed to a line position)?

031 Are you currently a commander?

032 Are you currently authorized to wear a green leadership tab?

033 Is the mission of your unit to provide formal training for others in the Army?

034 Are you an instructor in a training unit?

035 Currently, is there an Army NCO responsible for developing your individual leadership ability?

036 Currently, is there an Army officer responsible for developing your individual leadership ability?

037 Currently, is there a DA civilian responsible for developing your individual leadership ability?

038 Are you currently assigned to a COHORT unit?

039 What is the MOST time you allow an immediate subordinates to work on assigned tasks before reporting back to you?

1. less than 1 hour
2. more than 1 hour, but less than 1 day
3. more than 1 day, but less than 1 week
4. more than 1 week, but less than 1 month
5. 1 to 5 months
6. 6 to 12 months
7. More than 1 year

USE THE FOLLOWING SCALE TO ANSWER QUESTIONS NO. 040 through 048:

1. 0%
2. 1% to 20%
3. 21% to 40%
4. 41% to 60%
5. 61% to 80%
6. 81% to 100%

NOTE:

Answer each question separately. (A total of 100% is not expected. Some questions may overlap.)

-In your opinion, about what percent of your job involves doing tasks that are:

040 technical?

041 conceptual (related to ideas and information)?

042 interpersonal (related to people)?

-In your opinion, about what percent of your time is spent:

043 leading?

044 managing?

045 training for war?

046 performing administrative duties?

047 performing tasks not directly assigned?

048 setting the example?

Below are questions about 3 kinds of planning you do on your job:

- short-term planning
- long-term planning
- planning during training in combat-type situations

SHORT-TERM planning

049 For short-term planning, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. Decades

050 For short-term planning, how many of these minutes, hours, days, weeks, etc. do you plan? (See question #49 above.) For example, if you plan ahead for days, how many days ahead do you plan?

1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7 or more

LONG-TERM planning:

051 Now, think about the LONGEST time you normally are required to plan ahead in your current job. For this long-term planning, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. Decades

052 For this long-term planning, how many of these minutes, hours, days, weeks, etc. do you plan ahead? (See question #51, above.)

1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7 or more

Planning DURING TRAINING IN COMBAT-TYPE SITUATIONS:

053 For planning during training in combat-type situations, in terms of which one of the following do you plan?

1. Minutes
2. Hours
3. Days
4. Weeks
5. Months
6. Years
7. I do not participate in this type of training.

054 During training in combat-type situations, how many of these minutes, hours, days, weeks, etc. do you plan ahead? (See question #45, above).

1. 1
 2. 2
 3. 3
 4. 4
 5. 5
 6. 6 or more
 7. I do not participate in this type of training
-

Please read all the instructions on this page.

1. On the following pages is a list of Duty Specialties. Do NOT answer more than one question. Only select the one choice that corresponds to your CURRENT DUTY SPECIALTY.

2. Look through the list of Duty Specialties until you find your CURRENT DUTY SPECIALTY. When you have found your current Duty Specialty, look across to the Question # and Circle columns to determine which question # and circle correspond to your Duty Specialty.

3. Now look at page 16 of your answer booklet and locate this Question #.

4. When you have found this Question #, fill in the circle which has the same number as the circle you found in Step 2 above.

FOR EXAMPLE, if your current Duty Specialty is 92 (Quartermaster), then you would:

- (1) look down the list of Duty Specialties until you found 92 on page 32,
- (2) look across to the Question # and Circle columns to find Question #059, Circle 7,
- (3) look at page 16 of your answer booklet and find Question #59,
- (4) fill in circle number 7 because it corresponds to the circle you found in step 2.

059 ① ② ③ ④ ⑤ ⑥ ●

IF YOUR CURRENT

THEN FILL IN

DUTY SPECIALTY IS:

QUESTION #

CIRCLE:

11 (Infantry)	055	1
12 (Armor)	055	2
13 (Field Artillery)	055	3
14 (Air Defense Artillery)	055	4
15 (Aviation)	055	5
18 (Special Operations)	055	6
21 (Corps of Engineers)	055	7

25 (Signal Corps)	056	1
31 (Military Police Corps)	056	2
35 (Military Intelligence)	056	3
38 (Civil Affairs)	056	4
41 (Personnel Management)	056	5
42 (Adjutant General Corps)	056	6
44 (Finance Corps)	056	7

(continued on next page)

IF YOUR CURRENTTHEN FILL IN

<u>DUTY SPECIALTY IS:</u>	<u>QUESTION #</u>	<u>CIRCLE:</u>
45 (Comptroller)	057	1
46 (Public Affairs)	057	2
47 (Permanent Faculty)	057	3
48 (Foreign Area)	057	4
49 (Operations Research/Systems Analyst)	057	5
50 (Force Development)	057	6
51 (Research & Development)	057	7
52 (Nuclear Weapons)	058	1
53 (Systems Automation Officer)	058	2
54 (Operations, Plans, and Training)	058	3
55 (Legal)	058	4
56 (Chaplain)	058	5
60 (Medical Corps)	058	6
61 (Medical Corps)	058	6
62 (Medical Corps)	058	6
63 (Dental Corps)	058	7
64 Veterinary Corps)	059	1
65 (Army Medical Specialist Corps)	059	2
66 (Army Nurse Corps)	059	3
67 (Medical Service Corps)	059	4
68 (Medical Service Corps)	059	4
74 (Chemical Corps)	059	5
91 (Ordnance Corps)	059	6
92 (Quartermaster Corps)	059	7
95 (Transportation Corps)	060	1
97 (Procurement)	060	2
99 (Combat Developments)	060	3
None of the above	060	4

0 NOW TURN TO PAGE 19 OF YOUR ANSWER BOOKLET.

0 ANSWER THE 2 QUESTIONS ON THIS PAGE.

THANK YOU FOR COMPLETING THIS SURVEY.

(The remaining sections of your answer booklet are not applicable to this survey.)

Appendix B

COMMISSIONED OFFICERS MEAN RANK-CRITICAL RATINGS (FOR STABLE TASKS)

CRITICAL TASKS (i.e., mean significance rating = or > 5, for 1 or more ranks)
THAT ARE RELATIVELY STABLE ACROSS RANKS (i.e., means differ by < 1.00)

Global Duty A: TRAIN, TEACH, & DEVELOP
(Duties A-E, 146 tasks)

Mean "Part of Position" rating

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
<hr/>								
A4	4 Develop well-trained unit/ element	5.34	:	5.32	5.31	5.14	5.45	5.46
:								
A1	1 Improve performance of subordinates	5.32	:	5.20	5.03	5.12	5.47	5.67
:								
A20	20 Train soldiers to meet time requirements	5.08	:	5.16	5.17	5.07	5.06	4.98
:								
A19	19 Train soldiers to do their jobs without supervision	5.02	:	4.91	5.12	5.01	5.01	5.03
:								
A14	14 Train soldiers to recognize ethical dimensions of both their decisions and behaviors	5.01	:	4.65	4.91	4.90	5.21	5.27
<hr/>								
C13	52 Allow subordinate leaders to learn from their mistakes	5.48	:	5.42	5.34	5.46	5.60	5.52
:								
C4	43 Train subordinates to take initiative	5.45	:	5.28	5.30	5.32	5.57	5.66
:								
C12	51 Support decisions of subordinate leaders	5.32	:	5.37	5.32	5.13	5.37	5.40
:								
C3	42 Delegate authority to the lowest appropriate level	5.17	:	4.97	4.99	5.02	5.28	5.46
:								
C2	41 Delegate decision-making to subordinates	5.12	:	4.99	4.84	5.01	5.22	5.41
:								
C17	56 Identify potential leaders	5.05	:	4.89	4.73	4.76	5.19	5.47
:								
C20	59 Provide soldiers opportunity to receive formal training	4.89	:	4.93	5.06	4.66	4.94	4.91
<hr/>								

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
D34	95 Train officers	5.04	:	4.26	5.03	5.04	5.22	5.16
D13	73 Evaluate effectiveness of training	5.02	:	4.96	5.14	5.04	5.01	4.94
D30	91 Train people who are higher in rank than you	4.98	:	4.98	5.01	4.89	5.04	5.01
D2	62 Determine what should be trained in the field	4.72	:	5.19	4.84	4.60	4.54	4.32
D1	61 Determine what should be trained in garrison	4.68	:	5.00	4.76	4.62	4.57	4.35
D31	92 Train people who are lower in rank than you	4.65	:	5.08	4.90	4.68	4.40	4.19
E12	114 Ensure mission accomplishment	5.86	:	6.07	5.86	5.74	5.86	5.74
E16	118 Determine how to accomplish the mission	5.44	:	5.61	5.51	5.46	5.40	5.09
E9	111 Take charge in the absence of instructions from commander	5.40	:	5.81	5.36	5.37	5.16	4.99
E11	113 State the mission	5.36	:	5.57	5.36	5.17	5.46	5.16
E32	134 Maintain communication with the next higher headquarters	5.28	:	5.69	5.38	5.21	5.05	4.73

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

Mean "Part of Position" rating

Task #	Task	ALL :	LTS	CPT	MAJ	LTC	COL
F1	147 Motivate subordinates	5.56 :	5.59	5.39	5.30	5.67	5.81
F7	153 Motivate soldiers to carry out the mission	5.40 :	5.55	5.45	5.17	5.42	5.40
F6	152 Motivate subordinates to take on special projects with short suspences	5.12 :	5.11	5.04	5.02	5.11	5.28
F8	154 Maintain troop interest in training in garrison	4.86 :	5.06	5.00	4.68	4.85	4.62
F3	149 Motivate troops to sustain combat-ready teams	4.85 :	5.19	5.03	4.73	4.75	4.27
F4	150 Motivate troops to become more aggressive	4.80 :	5.04	5.01	4.69	4.72	4.34
F11	157 Motivate soldiers who have attitude problems	4.66 :	5.12	4.86	4.35	4.50	4.40
G1	160 Set the example	6.10 :	6.19	6.03	5.93	6.16	6.21
G2	161 Demonstrate Army values	5.88 :	5.80	5.82	5.80	5.96	6.00
G6	165 Foster a positive command climate	5.86 :	5.67	5.79	5.67	5.97	6.12
G30	189 On daily basis, have face-to-face contact with immediate subordinates	5.71 :	5.95	5.75	5.57	5.65	5.67
G7	166 Give your soldiers the best leaders available	5.70 :	5.59	5.66	5.58	5.79	5.86
G11	170 Recognize soldier accomplishments	5.68 :	5.78	5.61	5.49	5.72	5.83
G24	183 Share the hardship with soldiers in the field	5.59 :	5.94	5.71	5.45	5.62	5.00
							(Continued)

Task #	Task	ALL :	LTS	CPT	MAJ	LTC	COL
G23	182 In combat-type situations, remain w/the element you lead	5.21 :	5.56	5.28	5.17	5.13	4.57
G8	167 Provide resources needed to fight the battle	5.19 :	5.25	5.04	5.40	5.14	5.14
G5	164 Use the authority of the commander	5.15 :	5.14	5.23	4.89	5.12	5.39
G28	187 Brief the unit on its strengths	5.15 :	5.34	5.10	5.05	5.17	5.09
G29	188 Brief the unit on its weaknesses	5.13 :	5.33	5.14	5.05	5.11	5.05
G31	190 Coach subordinates on career development	5.13 :	4.86	4.99	5.03	5.28	5.31
G22	181 Train subordinates in realistic situations/exercises	5.00 :	5.16	5.14	5.02	5.03	4.49
G14	173 Provide challenges to keep up motivation	4.99 :	5.02	5.02	4.77	5.07	5.07
G9	168 Explain why tasks need to be done	4.97 :	5.19	4.90	4.83	4.96	5.00
G21	180 Remain available to immediate subordinates until they finish for the day	4.96 :	5.50	5.29	4.74	4.74	4.70
G33	192 Obtain input from subordinates for SOPs	4.96 :	5.06	5.08	4.94	4.91	4.80
G12	171 Inform unit about why you rewarded an individual	4.92 :	5.12	5.04	4.57	4.90	4.93
G19	178 Refrain from doing subordinates' jobs	4.91 :	4.72	4.72	4.78	5.08	5.13
G37	196 Require subordinates to maintain military bearing and appearance in the field	4.89 :	5.02	4.97	4.81	4.94	4.59
G17	176 Reduce the number of training distractors	4.86 :	4.67	5.05	4.83	4.87	4.86
G27	186 Conduct inspections	4.50 :	5.32	5.13	4.79	4.89	4.81

Task #	Task	ALL	LTS	CPT	MAJ	LTC	COL
H26	227 Set unit climate	5.34	4.89	5.08	5.04	5.66	5.69
H25	226 Assess the climate of the unit	5.32	4.89	5.34	5.09	5.52	5.55
H40	241 Communicate the unit mission	5.31	5.23	5.20	5.13	5.46	5.42
H42	243 Make the soldier feel needed by the unit	5.17	5.08	5.02	5.00	5.35	5.34
H22	223 Attend ceremonies for subordinates	5.17	5.32	5.25	4.86	5.21	5.24
H16	217 Develop close working relationships with subordinates	5.16	5.26	5.08	5.03	5.18	5.28
H19	220 Act as a buffer between superior and subordinates	5.13	5.15	5.07	5.03	5.16	5.23
H8	209 Encourage subordinates to set standards higher than required	5.11	5.28	5.27	5.00	5.01	5.00
H33	234 Inform newcomers of the priorities of the unit	5.05	4.97	4.91	4.78	5.27	5.17
H27	228 Monitor unit cohesion	5.05	4.92	5.03	4.91	5.15	5.15
H28	229 Identify sources of discontent	5.01	4.99	5.02	4.73	5.10	5.17
H29	230 Dispel rumors	4.99	4.91	4.97	4.79	5.11	5.14
H9	210 Encourage the unit to critique its own performance	4.96	4.92	5.03	4.91	5.04	4.87
H41	242 Align individual and unit goals	4.96	4.81	4.83	4.86	5.14	5.04
H11	212 Obtain subordinate input to clarify unit goals	4.89	4.84	4.70	4.82	4.94	5.08
H2	203 Hold group planning sessions with subordinates	4.86	4.62	4.81	4.80	4.92	5.02
H10	211 Ask subordinate leaders what should be trained	4.85	5.06	4.92	4.76	4.89	4.59
H39	240 Instill belief that your unit is better than other units	4.82	5.16	4.70	4.65	4.89	4.67

Task #	Task	ALL :	LTS	CPT	MAJ	LTC	COL
I1	254 Tell soldiers when they are performing well	5.64 :	5.69	5.54	5.49	5.73	5.75
I6	259 Recommend subordinates for promotion	5.33 :	5.25	5.11	5.17	5.42	5.59
I7	260 Recommend awards for soldiers	5.26 :	5.35	5.17	5.01	5.30	5.45
I9	262 Approve recommendations for awards	5.17 :	4.94	4.76	4.70	5.36	5.47
I2	255 Give formal positive counseling statements	4.96 :	5.16	4.99	4.78	4.91	5.00
I5	258 Write letters of appreciation to recognize subordinate performance	4.88 :	4.85	4.81	4.70	4.95	5.03
I11	264 Make the decision to give a soldier time off	4.82 :	5.10	4.89	4.63	4.81	4.76
I19	272 Discipline subordinates for inappropriate behavior	4.63 :	5.09	4.65	4.30	4.60	4.48
I16	269 Counsel subordinates about potential disciplinary action	4.56 :	5.06	4.69	4.30	4.41	4.36
I17	270 Recommend disciplinary actions	4.49 :	5.09	4.49	4.22	4.34	4.30
I13	266 Reward achievement by giving more responsibility	4.92 :	4.99	4.78	4.81	4.97	5.01

Task #	Task	ALL :	LTS	CPT	MAJ	LTC	COL
J1	284 Foster a supportive, caring environment	5.49 :	5.28	5.52	5.26	5.65	5.76
J24	307 Ensure the absence of sexual harassment	5.19 :	5.46	5.16	4.96	5.18	5.24
J9	292 Promote physical fitness	5.16 :	5.48	5.14	4.87	5.20	5.19
J21	304 Avoid fraternization with female soldiers	5.00 :	5.41	5.02	4.91	4.89	4.80
J25	308 Enforce crime-prevention procedures	4.93 :	5.27	4.87	4.56	4.88	5.07
J23	306 Discourage fraternization	4.84 :	5.17	4.83	4.71	4.82	4.71
J2	286 Ensure that subordinates follow good health/hygiene practices in garrison	4.80 :	5.11	4.79	4.73	4.75	4.41
J10	293 Assist subordinates with their personal problems	4.80 :	5.06	4.88	4.56	4.85	4.73
J22	305 Avoid fraternization with male soldiers	4.74 :	5.23	4.77	4.56	4.59	4.47

Global Duty C: RESOURCE
(Duty K, 40 tasks)

Mean "Part of Position" rating

Task #	Task	ALL :	LTS	CPT	MAJ	LTC	COL
K1	317 Manage time	5.97 :	6.08	5.93	5.89	5.98	6.05
K2	318 Manage people/manpower	5.84 :	5.83	5.63	5.68	5.91	6.12
K3	319 Manage information	5.83 :	5.88	5.88	5.80	5.79	5.83
K22	338 Determine your own responsibilities	5.53 :	5.46	5.46	5.41	5.65	5.64
K32	348 Gather information needed to do the job right	5.52 :	5.57	5.61	5.51	5.50	5.44
K6	322 Solve each problem in order of priority	5.46 :	5.78	5.54	5.34	5.41	5.33
K5	321 Conduct crisis management (Put out fires)	5.45 :	5.50	5.51	5.39	5.43	5.43
K9	325 Seek ways to improve productivity	5.44 :	5.49	5.35	5.29	5.48	5.63
K4	320 Manage things (money, supplies, equipment, etc.)	5.43 :	5.60	5.42	5.31	5.33	5.59
K34	350 Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)	5.34 :	5.60	5.42	5.26	5.31	5.18
K35	351 Monitor/delegate activities that must be integrated	5.09 :	4.89	5.11	5.09	5.07	5.19
K38	354 Ensure that needed equipment/material is available	4.99 :	5.27	5.04	4.90	4.88	4.89
K7	323 Decide on changes in scheduled activities	4.97 :	5.24	4.92	4.88	4.92	4.99
K37	353 Update war plans for the region	4.72 :	4.55	4.63	5.02	4.70	4.50
K40	356 Monitor property management of the unit	4.61 :	5.09	5.08	4.38	4.49	4.32

Global Duty D: PROVIDE DIRECTION
(Duties L-T, 204 tasks)

Mean "Part of Position" rating

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
L13	369 Edit and proofread written materials	5.31	:	5.40	5.37	5.34	5.39	5.00
L14	370 Supervise completion of reports	5.16	:	5.30	5.23	5.16	5.16	5.01
L24	380 Approve paperwork for your unit	5.16	:	4.69	4.92	4.98	5.27	5.46
L20	376 Write information papers	4.98	:	4.45	4.95	5.09	5.08	4.88
L15	371 Write status reports	4.86	:	5.00	4.97	4.91	4.87	4.52
L5	361 Establish SOPs for your unit	4.85	:	5.26	5.01	4.76	4.73	4.50
L7	363 Revise SOPs	4.70	:	5.19	4.84	4.65	4.47	4.23
M1	383 Respond to the needs of other units	5.18	:	4.81	5.21	5.22	5.28	5.22
M5	387 Coordinate with other branches within the Army	4.91	:	4.84	4.85	5.00	4.80	5.04
M11	393 Develop network with others throughout the Army	4.87	:	4.35	4.71	4.89	4.88	5.16
M12	394 Perform duties of safety officer	4.63	:	5.08	4.75	4.12	4.54	4.29

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
<hr/>								
N9	411 Supervise soldiers who supervise others	5.52	:	5.78	5.42	5.43	5.55	5.43
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N1	403 Supervise U.S. soldiers	5.49	:	5.84	5.46	5.33	5.50	5.41
<hr/>								
N5	407 Supervise male soldiers	5.39	:	5.78	5.36	5.18	5.36	5.33
<hr/>								
N3	405 Supervise U.S. civilians	5.17	:	4.74	4.64	4.97	5.22	5.59
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N6	408 Supervise female soldiers	5.06	:	5.25	4.94	4.82	5.15	5.16
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N7	409 Supervise personnel attached to the unit	4.84	:	5.16	4.80	4.76	4.80	4.64
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N16	418 Supervise subordinates in a variety of MOS/Specialty Areas	4.75	:	5.05	4.79	4.66	4.75	4.62
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O11	433 Communicate the intent of the commander	5.45	:	5.46	5.36	5.34	5.51	5.55
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O2	424 Encourage upward communication	5.45	:	5.42	5.25	5.31	5.54	5.65
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O3	425 Encourage downward communication	5.41	:	5.38	5.25	5.26	5.47	5.63
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O1	423 Establish communication channels	5.39	:	5.39	5.23	5.29	5.44	5.57
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O5	427 Encourage subordinates to provide constructive criticism	5.35	:	5.32	5.21	5.25	5.42	5.50
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O4	426 Encourage subordinates to provide positive feedback	5.34	:	5.30	5.20	5.23	5.39	5.53
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O8	430 Tell subordinates what their critical tasks are	5.15	:	5.14	5.06	5.15	5.20	5.18
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O10	432 Provide subordinates with guidelines to follow	5.08	:	5.11	4.94	5.09	5.08	5.16
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O6	428 Evaluate communication channels	5.06	:	4.93	4.88	4.99	5.12	5.25
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O15	437 Keep soldiers informed about the current situation	4.98	:	5.15	4.97	4.89	4.92	4.88
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O19	441 Act as senior advisor	4.97	:	4.64	4.81	5.12	5.02	5.16
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O20	442 Ask subordinates to teach you what you don't know	4.63	:	5.26	4.67	4.45	4.34	4.50
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Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
P6	449 Explain the "why" of things to higher-ranked individuals	5.13	:	5.12	5.06	5.16	5.17	5.11
P1	444 Provide positive feedback to higher-ranked individuals	5.13	:	5.11	5.06	5.05	5.16	5.27
P9	452 Act as the commander's "eyes and ears"	5.11	:	5.05	5.02	5.18	5.09	5.19
P10	453 Keep the commander informed about people problems	4.97	:	5.01	5.03	4.88	4.95	4.98
P17	460 On a regular basis, respond to direct taskings from several individuals	4.94	:	5.04	4.85	4.91	4.96	4.97
P12	455 Influence the philosophy of the commander	4.89	:	4.53	4.58	4.90	5.00	5.16
P15	458 Represent the soldiers to the commander	4.70	:	5.02	4.65	4.48	4.67	4.68

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
Q24	484 Assess whether overall unit mission is being accomplished	5.42	:	5.08	5.34	5.25	5.61	5.61
Q31	491 Assess potential of subordinates	5.38	:	5.29	5.03	5.22	5.58	5.63
Q32	492 Write EERs	5.25	:	5.51	5.16	5.18	5.30	5.13
Q25	485 Evaluate group/unit readiness for combat	5.19	:	5.10	5.09	5.34	5.43	4.87
Q36	496 Endorse performance ratings	5.18	:	4.97	4.88	5.03	5.19	5.46
Q35	495 Review performance ratings	5.14	:	5.01	4.80	4.89	5.14	5.48
Q1	461 Monitor tasks being performed at the same time at different locations	5.04	:	5.04	4.86	5.01	5.16	5.09
Q20	480 Evaluate group performance	4.94	:	4.97	4.91	4.76	5.04	4.98
Q10	470 Check that subordinates accomplish assigned tasks	4.93	:	5.33	4.94	4.83	4.91	4.71
Q26	486 Inspect work upon its completion by subordinates	4.93	:	5.15	5.03	4.91	5.00	4.83
Q5	465 Monitor safety practices in subordinate leader's unit	4.78	:	5.11	4.76	4.50	4.89	4.60
Q6	466 Monitor maintenance in subordinate leaders' units	4.66	:	5.13	4.48	4.70	4.70	4.14
R6	504 Communicate performance standards to subordinates	5.13	:	5.26	5.01	5.03	5.20	5.13
R1	499 Counsel male soldiers on their performance	4.93	:	5.27	4.86	4.79	4.99	4.77
R4	502 Document performance problems of subordinates	4.48	:	5.05	4.53	4.39	4.37	4.20

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
S13	535 Ensure readiness of your unit/element	5.48	:	5.69	5.45	5.22	5.60	5.41
S6	528 Establish standards for your unit/element	5.40	:	5.27	5.24	5.22	5.50	5.65
S11	533 Determine the critical tasks of the overall mission	5.36	:	5.27	5.24	5.29	5.47	5.47
S8	530 Enforce standards for your unit/element	5.33	:	5.32	5.27	5.15	5.46	5.44
S1	523 Lead the unit/element without much direct supervision	5.31	:	5.20	5.31	5.18	5.34	5.46
S3	525 Communicate mission purpose	5.29	:	5.22	5.10	5.19	5.39	5.47
S5	527 Establish long-term unit/element goals	5.28	:	5.05	5.14	5.14	5.39	5.52
S7	529 Clarify standards for your unit/element	5.21	:	5.17	5.12	5.03	5.34	5.33
S4	526 Establish short-term unit/element objectives	5.18	:	5.13	5.14	5.10	5.20	5.29
S9	531 Identify alternative courses of action	5.16	:	5.09	5.14	5.10	5.22	5.25
S12	534 Determine task milestones	5.12	:	4.92	5.09	5.05	5.24	5.22
S10	532 Determine how to accomplish the mission according to doctrine	5.03	:	5.08	5.05	5.06	5.00	4.98
S2	524 Establish the mission for the subordinate unit	5.00	:	4.95	4.93	4.84	5.09	5.12
T24	559 Advise the staff	5.26	:	4.79	5.03	5.31	5.36	5.40

Appendix C

COMMISSIONED OFFICERS MEAN RANK-CRITICAL RATINGS (FOR NON-STABLE TASKS)

CRITICAL TASKS (i.e., mean significance rating = or > 5, for 1 or more ranks)
THAT ARE NOT RELATIVELY STABLE ACROSS RANKS (i.e., means differ by > 1.00)

Global Duty A: TRAIN, TEACH, & DEVELOP
(Duties A-E, 146 tasks)

Mean "Part of Position" rating

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
E15	117 Obtain operation order	4.94	:	5.55	5.11	4.98	4.42	3.83
E13	115 Decide on course of action for the battle plan	4.93	:	5.27	5.05	4.91	4.90	4.26
E33	135 Direct communications in the field	4.89	:	5.19	4.63	4.47	4.10	3.45
E37	139 Issue warning orders	4.76	:	5.27	4.85	4.71	4.63	3.78
E27	129 Position the elements of your unit	4.75	:	5.43	4.93	4.56	4.33	3.87
E26	128 Assist commander with maneuver of the unit	4.60	:	5.29	4.51	4.95	3.96	2.91
E19	119 Take charge of tactics in the field	4.58	:	5.21	4.87	4.24	4.32	3.58
E25	127 Prepare the unit to move out	4.57	:	5.33	4.77	4.46	3.77	3.27
E1	103 Lead troops into combat-type situations	4.56	:	5.06	4.92	4.24	4.27	3.81
E18	120 Direct tactical security in the field	4.53	:	5.16	4.75	4.41	4.15	3.42
E24	126 Set up command post	4.50	:	5.03	4.57	4.67	4.21	3.49
E34	136 Monitor the radio	4.22	:	5.18	4.50	3.96	3.37	2.72
E23	125 Provide combat intelligence information	4.17	:	5.03	4.58	4.01	3.49	2.88
E21	123 Supervise reconnaissance efforts	4.15	:	5.11	4.50	3.85	3.56	2.74

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

Mean "Part of Position" rating

Task #	Task	ALL :	LTS	CPT	MAJ	LTC	COL
F13	159 Motivate soldiers to perform maintenance	4.77 :	5.28	4.98	4.45	4.63	4.13
F10	156 Keep soldiers motivated under sleep deprivation conditions	4.50 :	5.10	4.67	4.35	4.25	3.57
G4	163 Direct/lead from a forward position in the battle	4.60 :	5.16	5.03	4.31	4.27	3.78
H23	224 Conduct memorial services for unit's dead	4.91 :	4.01	4.96	5.04	5.30	4.70
I26	279 Give verbal reprimand	4.29 :	5.00	4.36	4.10	4.12	3.92
I8	261 Recommend awards for civilians	4.90 :	4.12	4.28	4.72	5.05	5.35
J4	287 Ensure that rations are issued	4.60 :	5.13	4.63	4.51	4.41	3.70

Global Duty C: RESOURCE
(Duty K, 40 tasks)

			Mean "Part of Position" rating					
Task #	Task		ALL :	LTS	CPT	MAJ	LTC	COL
			:					
K18 334	Make duty assignments for officers		4.80 :	3.58	4.39	4.67	5.14	4.90
			:					

Global Duty D: PROVIDE DIRECTION
(Duties L-T, 204 tasks)

Mean "Part of Position" rating

Task #	Task	ALL	:	LTS	CPT	MAJ	LTC	COL
M10	392 Develop contacts with organizations outside the Army	4.75	:	3.99	4.61	4.73	4.80	5.01
N10	412 Supervise subordinates who are older than you	4.68	:	5.54	4.98	4.36	4.30	4.11
N11	413 Supervise subordinates who are more experienced than you	4.55	:	5.46	4.82	4.12	4.09	4.03
N20	422 Supervise a greater number of civilians than military	4.53	:	3.24	4.01	4.48	4.54	5.08
P5	448 Provide superiors with information about the enemy situation	4.56	:	5.13	4.62	4.67	4.31	3.88
Q33	493 Write OERs	5.42	:	3.72	5.11	5.30	5.62	5.66
Q37	497 Act as second-level signer for evaluations (OERS, GPASS, etc.)	5.14	:	4.17	4.48	4.88	5.34	5.50
Q34	494 Write civilian performance appraisals	4.91	:	4.08	4.29	4.83	4.97	5.26
R5	503 Write counseling statements	4.26	:	5.01	4.45	4.04	4.00	3.84
T7	542 Make policy decisions	4.52	:	3.71	3.84	4.18	4.70	5.08

Appendix D

COMMISSIONED OFFICERS PERCENT PERFORMING FOR STABLE RANK-CRITICAL TASKS

Global Duty A: TRAIN, TEACH, & DEVELOP
(Duties A-E, 146 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
A4	4	Develop well-trained unit/ element	78.3	53.9	50.9	58.0	63.8
A1	1	Improve performance of subordinates	92.3	75.8	72.3	80.8	88.1
A20	20	Train soldiers to meet time requirements	77.7	57.7	53.9	59.6	60.7
A19	19	Train soldiers to do their jobs without supervision	77.3	59.7	55.3	58.8	61.3
A14	14	Train soldiers to recognize ethical dimensions of both their decisions and behaviors	71.0	56.1	52.3	58.7	62.5
C13	52	Allow subordinate leaders to learn from their mistakes	77.9	56.4	55.0	64.8	74.7
C4	43	Train subordinates to take initiative	81.8	65.0	65.3	74.5	83.8
C12	51	Support decisions of subordinate leaders	80.8	56.9	55.6	64.4	77.0
C3	42	Delegate authority to the lowest appropriate level	77.9	59.7	59.7	71.7	84.0
C2	41	Delegate decision-making to subordinates	81.7	61.8	62.3	73.4	85.9
C17	56	Identify potential leaders	60.2	42.3	38.0	49.7	65.5
C20	59	Provide soldiers opportunity to receive formal training	64.9	51.4	49.5	55.5	61.0

Task #	Task	LTS	CPT	MAJ	LTC	COL
D34	95 Train officers	37.1	46.5	38.0	38.6	34.7
D13	73 Evaluate effectiveness of training	58.7	46.5	39.1	45.7	45.8
D30	91 Train people who are higher in rank than you	64.9	34.8	32.4	29.4	25.3
D2	62 Determine what should be trained in the field	55.3	34.3	29.1	31.5	27.9
D1	61 Determine what should be trained in garrison	63.9	39.1	32.8	36.8	32.6
D31	92 Train people who are lower in rank than you	49.1	53.2	51.5	52.6	53.1
E12	114 Ensure mission accomplishment	53.7	31.7	29.5	27.9	25.4
E16	118 Determine how to accomplish the mission	48.3	29.0	23.8	24.5	21.3
E9	111 Take charge in the absence of instructions from commander	54.0	29.2	23.0	21.1	19.0
E11	113 State the mission	48.5	27.4	22.5	23.0	23.3
E32	134 Maintain communication with the next higher headquarters	47.9	27.7	23.1	20.4	18.3

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
F1	147	Motivate subordinates	87.2	72.6	70.6	80.3	90.1
F7	153	Motivate soldiers to carry out the mission	68.3	46.9	38.3	43.2	40.4
F6	152	Motivate subordinates to take on special projects with short suspences	66.1	52.7	54.0	62.6	71.8
F8	154	Maintain troop interest in training in garrison	59.0	35.8	26.8	28.4	26.2
F3	149	Motivate troops to sustain combat-ready teams	41.0	24.1	16.5	18.6	17.3
F4	150	Motivate troops to become more aggressive	47.9	28.9	20.8	21.7	19.3
F11	157	Motivate soldiers who have attitude problems	64.1	44.4	33.9	37.5	33.9
G1	160	Set the example	93.8	83.3	83.9	87.7	92.8
G2	161	Demonstrate Army values	87.7	80.2	79.0	81.7	87.0
G6	165	Foster a positive command climate	61.6	49.9	44.8	50.3	58.7
G30	189	On daily basis, have face-to-face contact with immediate subordinates	79.9	58.9	55.2	63.4	68.5
G7	166	Give your soldiers the best leaders available	54.3	34.2	31.2	36.3	40.3
G11	170	Recognize soldier accomplishments	82.8	60.0	55.6	63.7	66.6
G24	183	Share the hardship with soldiers in the field	60.9	40.0	31.4	29.4	27.0

(Continued)

Task #	Task	LTS	CPT	MAJ	LTC	COL
G23 182	In combat-type situations, remain w/the element you lead	41.7	21.2	16.4	16.7	16.4
G8 167	Provide resources needed to fight the battle	37.5	25.6	20.5	22.4	22.5
G5 164	Use the authority of the commander	57.0	37.7	32.0	38.4	42.6
G28 187	Brief the unit on its strengths	52.4	37.8	32.9	37.1	39.7
G29 188	Brief the unit on its weaknesses	52.7	37.4	33.1	37.3	39.4
G31 190	Coach subordinates on career development	63.9	53.6	52.7	64.0	71.4
G22 181	Train subordinates in realistic situations/exercises	44.0	26.8	21.6	22.7	20.4
G14 173	Provide challenges to keep up motivation	60.0	41.1	35.9	44.1	51.4
G9 168	Explain why tasks need to be done	75.5	57.7	55.0	59.5	62.0
G21 180	Remain available to immediate subordinates until they finish for the day	77.8	56.2	52.6	57.5	65.0
G33 192	Obtain input from subordinates for SOPs	65.1	45.9	40.7	41.0	40.0
G12 171	Inform unit about why you rewarded an individual	58.6	38.3	30.1	37.8	42.2
G19 178	Refrain from doing subordinates' jobs	72.4	56.8	55.2	63.1	71.9
G37 196	Require subordinates to maintain military bearing and appearance in the field	59.5	37.2	29.6	31.3	31.7
G17 176	Reduce the number of training distractors	47.3	33.0	27.9	31.8	28.6
G27 186	Conduct inspections	66.5	40.8	32.4	37.2	39.0

Task #	Task	LTS	CPT	MAJ	LTC	COL
H26 227	Set unit climate	41.3	34.7	27.1	39.2	48.9
H25 226	Assess the climate of the unit	43.1	38.5	32.3	43.8	52.1
H40 241	Communicate the unit mission	54.5	41.8	37.0	48.2	54.6
H42 243	Make the soldier feel needed by the unit	60.2	42.9	35.5	43.0	45.4
H22 223	Attend ceremonies for subordinates	64.5	49.6	42.7	49.4	59.3
H16 217	Develop close working relationships with subordinates	65.5	47.5	44.8	50.7	59.8
H19 220	Act as a buffer between superior and subordinates	67.4	53.9	51.0	58.8	65.1
H8 209	Encourage subordinates to set standards higher than required	64.1	48.3	40.1	45.5	50.9
H33 234	Inform newcomers of the priorities of the unit	48.3	36.8	32.5	44.5	53.5
H27 228	Monitor unit cohesion	47.6	36.2	28.1	40.4	45.1
H28 229	Identify sources of discontent	60.3	49.1	43.0	55.5	61.6
H29 230	Dispel rumors	66.1	55.1	50.7	60.2	68.0
H9 210	Encourage the unit to critique its own performance	43.3	33.3	27.6	34.0	38.1
H41 242	Align individual and unit goals	44.2	33.5	28.2	36.7	42.5
H11 212	Obtain subordinate input to clarify unit goals	46.6	31.0	27.9	36.3	43.0
H2 203	Hold group planning sessions with subordinates	54.3	43.3	43.7	55.0	65.1
H10 211	Ask subordinate leaders what should be trained	58.3	35.3	28.5	33.9	34.0
H39 240	Instill belief that your unit is better than other units	56.0	36.8	26.8	34.3	38.8

Task #	Task	LTS	CPT	MAJ	LTC	COL
I1	254 Tell soldiers when they are performing well	86.4	65.3	62.5	67.8	73.4
I6	259 Recommend subordinates for promotion	61.0	45.6	40.9	53.5	67.1
I7	260 Recommend awards for soldiers	72.3	55.7	54.8	63.3	73.1
I9	262 Approve recommendations for awards	25.4	21.8	18.0	32.8	51.0
I2	255 Give formal positive counseling statements	66.2	49.3	43.3	46.6	55.2
I5	258 Write letters of appreciation to recognize subordinate performance	54.1	47.2	45.6	57.9	70.8
I11	264 Make the decision to give a soldier time off	64.1	50.1	47.6	53.5	56.7
I19	272 Discipline subordinates for inappropriate behavior	53.8	37.1	27.7	37.6	41.2
I16	269 Counsel subordinates about potential disciplinary action	60.8	43.8	36.2	41.3	40.6
I17	270 Recommend disciplinary actions	62.5	40.0	33.8	33.8	44.2
I13	266 Reward achievement by giving more responsibility	54.1	40.4	38.8	45.7	51.5

Task #	Task	LTS	CPT	MAJ	LTC	COL
J1	284 Foster a supportive, caring environment	73.9	60.3	55.5	65.6	70.6
J24	307 Ensure the absence of sexual harassment	55.6	47.6	42.8	51.5	56.0
J9	292 Promote physical fitness	75.8	60.1	57.8	66.4	71.2
J21	304 Avoid fraternization with female soldiers	47.6	41.2	34.2	35.7	32.5
J25	308 Enforce crime-prevention procedures	49.8	34.4	24.4	29.7	30.2
J23	306 Discourage fraternization	56.1	43.1	35.1	38.1	40.2
J2	286 Ensure that subordinates follow good health/hygiene practices in garrison	51.4	37.2	28.2	31.8	31.7
J10	293 Assist subordinates with their personal problems	71.0	56.9	50.7	57.0	62.1
J22	305 Avoid fraternization with male soldiers	46.9	35.7	25.1	27.0	25.1

Global Duty C: RESOURCE
(Duty K, 40 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
K1	317	Manage time	90.5	91.7	90.8	92.5	93.3
K2	318	Manage people/manpower	85.9	74.9	70.0	81.2	90.8
K3	319	Manage information	87.2	86.7	87.9	89.6	90.6
K22	338	Determine your own responsibilities	70.7	67.1	67.6	71.0	77.3
K32	348	Gather information needed to do the job right	60.3	62.3	62.0	61.3	56.8
K6	322	Solve each problem in order of priority	84.8	83.9	81.3	83.8	83.4
K5	321	Conduct crisis management (Put out fires)	74.7	80.3	81.6	84.4	87.1
K9	325	Seek ways to improve productivity	77.2	74.5	76.5	78.8	85.3
K4	320	Manage things (money, supplies, equipment, etc.)	78.4	71.7	71.2	74.8	82.0
K34	350	Determine what is needed to accomplish the mission (e.g., ammunition, supply, transportation, equipment)	64.6	55.2	54.0	49.4	49.4
K35	351	Monitor/delegate activities that must be integrated	34.8	36.7	42.6	46.3	50.3
K38	354	Ensure that needed equipment/material is available	51.5	40.6	38.4	36.7	37.7
K7	323	Decide on changes in scheduled activities	63.9	62.0	60.6	69.1	73.2
K37	353	Update war plans for the region	21.1	21.3	24.7	25.5	23.5
K40	356	Monitor property management of the unit	36.4	30.2	29.3	37.5	45.2

Global Duty D: PROVIDE DIRECTION
(Duties L-T, 204 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
L13 369	Edit and proofread written materials		66.8	73.5	74.7	70.0	69.8
L14 370	Supervise completion of reports		44.6	51.6	53.0	55.6	57.8
L24 380	Approve paperwork for your unit		25.7	29.4	33.7	47.5	59.5
L20 376	Write information papers		33.2	59.7	71.7	69.6	60.4
L15 371	Write status reports		39.2	44.9	51.3	50.6	44.3
L5 361	Establish SOPs for your unit		67.4	51.7	47.2	48.4	48.2
L7 363	Revise SOPs		70.9	54.8	48.6	42.5	39.8
M1 383	Respond to the needs of other units		53.1	56.4	57.5	55.3	53.4
M5 387	Coordinate with other branches within the Army		34.2	45.4	47.5	46.8	49.5
M11 393	Develop network with others throughout the Army		28.1	38.9	44.9	48.6	57.1
M12 394	Perform duties of safety officer		42.7	28.0	14.8	19.7	17.0

Task #	Task	LTS	CPT	MAJ	LTC	COL
N9	411 Supervise soldiers who supervise others	68.4	46.4	41.0	47.6	51.5
N1	403 Supervise U.S. soldiers	86.4	65.3	62.9	68.7	74.0
N5	407 Supervise male soldiers	86.0	64.5	59.8	64.6	69.8
N3	405 Supervise U.S. civilians	25.7	31.7	42.7	55.3	76.5
N6	408 Supervise female soldiers	55.3	40.0	41.1	47.5	50.1
N7	409 Supervise personnel attached to the unit	39.7	25.9	21.1	24.4	27.0
N16	418 Supervise subordinates in a variety of MOS/Specialty Areas	41.8	31.0	29.2	37.4	45.4
O11	433 Communicate the intent of the commander	67.8	50.0	52.1	57.9	64.6
O2	424 Encourage upward communication	79.9	69.9	70.2	80.4	88.6
O3	425 Encourage downward communication	76.2	66.2	66.4	77.8	84.8
O1	423 Establish communication channels	69.8	64.8	66.7	76.5	85.6
O5	427 Encourage subordinates to provide constructive criticism	76.2	64.1	62.7	73.9	81.5
O4	426 Encourage subordinates to provide positive feedback	74.9	63.8	61.6	72.7	81.2
O8	430 Tell subordinates what their critical tasks are	64.1	53.6	52.6	60.8	66.9
O10	432 Provide subordinates with guidelines to follow	68.8	59.5	58.6	67.1	73.2
O6	428 Evaluate communication channels	52.5	46.3	47.9	59.2	66.9
O15	437 Keep soldiers informed about the current situation	63.9	45.1	39.6	41.6	43.0
O19	441 Act as senior advisor	28.3	24.7	26.5	30.1	33.1
O20	442 Ask subordinates to teach you what you don't know	72.4	50.4	45.2	49.8	53.5

Task #	Task	LTS	CPT	MAJ	LTC	COL
P6	449 Explain the "why" of things to higher-ranked individuals	67.2	70.5	71.2	72.8	72.7
P1	444 Provide positive feedback to higher-ranked individuals	75.2	72.8	75.9	79.8	83.2
P9	452 Act as the commander's "eyes and ears"	61.6	45.4	47.6	49.0	51.4
P10	453 Keep the commander informed about people problems	63.9	51.6	49.6	56.9	63.1
P17	460 On a regular basis, respond to direct taskings from several individuals	46.3	51.8	56.0	53.2	55.2
P12	455 Influence the philosophy of the commander	48.3	44.7	53.6	58.9	65.8
P15	458 Represent the soldiers to the commander	45.3	35.0	27.1	31.3	35.8

Task #	Task	LTS	CPT	MAJ	LTC	COL
Q24 484	Assess whether overall unit mission is being accomplished	41.8	36.0	37.6	45.3	52.0
Q31 491	Assess potential of subordinates	59.6	46.4	46.3	56.2	63.6
Q32 492	Write EERs	74.6	56.2	55.8	57.6	58.6
Q25 485	Evaluate group/unit readiness for combat	37.4	28.0	23.7	24.8	23.3
Q36 496	Endorse performance ratings	35.6	26.7	28.3	42.5	67.0
Q35 495	Review performance ratings	32.6	29.0	32.7	47.2	72.3
Q1 461	Monitor tasks being performed at the same time at different locations	55.7	43.8	45.0	51.2	54.4
Q20 480	Evaluate group performance	43.3	31.6	27.9	36.9	42.8
Q10 470	Check that subordinates accomplish assigned tasks	74.9	56.8	54.9	61.3	64.1
Q26 486	Inspect work upon its completion by subordinates	64.1	47.4	44.4	46.5	44.7
Q5 465	Monitor safety practices in subordinate leader's unit	42.3	25.5	21.9	26.9	28.0
Q6 466	Monitor maintenance in subordinate leaders' units	35.9	21.0	17.8	22.3	21.1
R6 504	Communicate performance standards to subordinates	68.1	54.6	52.8	62.2	70.5
R1 499	Counsel male soldiers on their performance	77.5	58.2	55.1	62.0	66.7
R4 502	Document performance problems of subordinates	59.6	45.4	44.4	50.7	55.4

Task #	Task	LTS	CPT	MAJ	LTC	COL
S13 535	Ensure readiness of your unit/element	59.2	38.7	37.1	41.6	41.8
S6 528	Establish standards for your unit/element	57.3	44.4	48.3	58.8	68.4
S11 533	Determine the critical tasks of the overall mission	55.6	48.3	53.0	58.4	60.8
S8 530	Enforce standards for your unit/element	63.6	49.3	50.3	59.2	66.7
S1 523	Lead the unit/element without much direct supervision	57.9	43.3	41.5	50.4	62.0
S3 525	Communicate mission purpose	48.5	42.7	53.8	51.0	62.5
S5 527	Establish long-term unit/element goals	55.0	46.8	53.0	62.0	72.7
S7 529	Clarify standards for your unit/element	58.7	46.7	48.6	57.2	64.7
S4 526	Establish short-term unit/element objectives	57.7	47.9	53.2	61.0	70.7
S9 531	Identify alternative courses of action	63.1	52.6	58.6	62.3	66.2
S12 534	Determine task milestones	50.9	49.1	56.9	61.6	63.8
S10 532	Determine how to accomplish the mission according to doctrine	55.8	45.3	46.8	49.2	47.6
S2 524	Establish the mission for the subordinate unit	35.5	25.4	24.5	32.6	40.4
T24 559	Advise the staff	28.3	42.3	51.8	60.9	58.7

Appendix E

COMMISSIONED OFFICERS PERCENT PERFORMING FOR NON-STABLE RANK-CRITICAL TASKS

Global Duty A: TRAIN, TEACH, & DEVELOP
(Duties A-E, 146 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
E15 117	Obtain operation order		46.9	25.9	19.7	16.7	13.5
E13 115	Decide on course of action for the battle plan		33.3	20.4	18.3	17.6	15.5
E33 135	Direct communications in the field		32.5	18.6	13.9	13.2	11.9
E37 139	Issue warning orders		41.6	22.2	16.3	17.1	14.2
E27 129	Position the elements of your unit		40.7	21.9	14.4	16.2	13.4
E26 128	Assist commander with maneuver of the unit		43.0	18.1	16.1	11.7	10.9
E19 119	Take charge of tactics in the field		36.4	18.4	12.0	13.1	12.3
E25 127	Prepare the unit to move out		43.1	21.7	16.8	14.0	11.9
E1 103	Lead troops into combat-type situations		37.1	16.6	12.0	14.4	12.8
E18 120	Direct tactical security in the field		38.2	18.9	13.1	14.6	11.8
E24 126	Set up command post		32.5	22.7	17.7	15.5	13.0
E34 136	Monitor the radio		43.3	21.9	15.0	13.6	11.0
E23 125	Provide combat intelligence information		31.2	17.4	11.6	11.7	10.7
E21 123	Supervise reconnaissance efforts		30.6	15.4	11.1	11.3	10.3

Global Duty B: MOTIVATE
(Duties F-J, 170 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
F13 159	Motivate soldiers to perform maintenance		57.0	30.5	22.5	24.4	21.3
F10 156	Keep soldiers motivated under sleep deprivation conditions		42.7	25.7	17.5	18.0	15.6
G4 163	Direct/lead from a forward position in the battle		32.6	18.3	12.4	13.6	13.5
H23 224	Conduct memorial services for unit's dead		14.0	21.9	13.1	20.0	21.1
I26 279	Give verbal reprimand		67.2	50.2	40.1	46.7	52.8
I8 261	Recommend awards for civilians		23.5	31.5	38.1	53.1	73.8
J4 287	Ensure that rations are issued		45.2	24.8	15.9	16.1	13.6

Global Duty C: RESOURCE
(Duty K, 40 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
K18 334	Make duty assignments for officers		14.3	18.0	24.7	41.7	54.2

Global Duty D: PROVIDE DIRECTION
(Duties L-T, 204 tasks)

			Percent Performing Task				
Task #	Task		LTS	CPT	MAJ	LTC	COL
M10 392	Develop contacts with organizations outside the Army		25.1	39.4	44.4	51.5	62.4
N10 412	Supervise subordinates who are older than you		84.7	55.0	45.6	45.4	49.8
N11 413	Supervise subordinates who are more experienced than you		79.9	52.4	38.4	38.3	45.1
N20 422	Supervise a greater number of civilians than military		12.4	16.8	18.5	25.2	38.8
P5 448	Provide superiors with information about the enemy situation		29.9	22.3	18.5	17.6	15.7
Q33 493	Write OERs		16.3	35.2	50.4	68.7	84.0
Q37 497	Act as second-level signer for evaluations (OERS, GPASSs, etc.)		20.1	19.4	28.8	46.8	68.7
Q34 494	Write civilian performance appraisals		16.7	25.6	36.8	52.2	75.6
R5 503	Write counseling statements		67.0	50.5	44.8	47.7	46.7
T7 542	Make policy decisions		19.2	22.2	27.3	40.1	54.1

APPENDIX F
COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY COMBAT ARMS BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the mean "Part of Position" rating by combat arms branch is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (also based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- Y = Branch-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for branch).
- * = Branch-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for branch).

IMPORTANT: Tasks not marked with either a Y or * have a mean rating between 3.00 and 5.00.

Combat Arms Branches

01 = Infantry: 11
02 = Engineer: 21
03 = Field Artillery: 13
04 = Air Defense Artillery: 14
05 = Armor: 12
16 = Aviation: 15
23 = Special Operations: 18

COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY COMBAT ARMS BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

		COMBAT ARMS						
TASK #		01	02	03	04	05	16	23
		A. Train Soldiers						
1	+	Y	Y	Y	Y	Y	Y	Y
2	:						Y	
3	:			Y	Y	Y	Y	Y
4	+	Y	Y	Y	Y	Y	Y	Y
5	:							
6	:							
7	:			Y	Y		Y	Y
8	:	Y				Y		Y
9	:		Y	Y			Y	
10	:				Y			
11	:						Y	
12	:						Y	
13	:					Y	Y	Y
14	+				Y			Y
15	:							Y
16	:							Y
17	-	*	*	*	*	*	*	*
18	:							Y
19	+	Y		Y		Y	Y	Y
20	+	Y	Y	Y	Y	Y	Y	Y
21	:	*		*		*		*
		B. Teach Soldiers						
22	:							
23	:							
24	:						Y	
25	-	*	*	*		*		*
26	:							
27	:							
28	:							
29	:					Y		
30	:							
31	-	*	*	*	*	*	*	
32	-	*	*	*	*	*	*	*
33	:							
34	:							
35	:							
36	:							
37	:							
38	:	Y		Y	Y	Y	Y	
39	-	*	*	*				*

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
C. Develop Leaders								
40	:	Y		Y	Y		Y	
41	+ :	Y	Y	Y	Y	Y	Y	Y
42	+ :	Y	Y	Y	Y	Y	Y	Y
43	+ :	Y	Y	Y	Y	Y	Y	Y
44	:				Y			
45	:	Y						
46	:							
47	:							
48	:							
49	:							
50	:						Y	
51	+ :	Y	Y	Y	Y	Y	Y	Y
52	+ :	Y	Y	Y	Y	Y	Y	Y
53	:			Y				
54	:				Y			
55	:			Y	Y			
56	+ :	Y	Y	Y	Y	Y	Y	
57	:							Y
58	:							
59	+ :					Y		Y
60	:							
D. Plan and Conduct Training								
61	+ :				Y	Y	Y	Y
62	+ :	Y	Y	Y	Y	Y	Y	
63	:				Y			
64	- :							
65	- :							
66	:							
67	:				Y			
68	:				Y		Y	Y
69	:							Y
70	:							
71	:	Y		Y	Y	Y	Y	Y
72	:	Y		Y	Y	Y	Y	Y
73	+ :	Y		Y	Y	Y	Y	Y
74	:	Y		Y	Y	Y	Y	
75	- :							*
76	:							
77	:							
78	:			Y	Y		Y	
79	:							
80	- :							
81	- :							
82	- :							
							*	*
(CONTINUED)								

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
83	- :	*	*	*	*	*	*	*
84	- :		*				*	*
85	:							
86	:							
87	:	Y		Y	Y	Y	Y	
88	:	Y		Y	Y	Y	Y	Y
89	:							
90	:							
91	+ :	Y		Y	Y	Y	Y	Y
92	+ :				Y			
93	:							
94	:				Y	Y	Y	Y
95	+ :	Y		Y	Y	Y	Y	Y
96	:							
97	- :							
98	- :					*		Y
99	- :							
100	:							
101	:							
102	:							

E. Train in the Field to Enter Combat								
103	+ :	Y		Y	Y	Y	Y	Y
104	- :							
105	:	Y		Y	Y	Y	Y	Y
106	:		Y			Y	Y	
107	:		Y		Y	Y	Y	
108	:				Y	Y		
109	:							
110	:				Y	Y		Y
111	+ :	Y	Y	Y	Y	Y	Y	Y
112	:							
113	+ :	Y	Y	Y	Y	Y	Y	Y
114	+ :	Y	Y	Y	Y	Y	Y	Y
115	+ :	Y		Y	Y	Y	Y	Y
116	:			Y	Y	Y	Y	
117	+ :	Y	Y	Y	Y	Y	Y	Y
118	+ :	Y	Y	Y	Y	Y	Y	Y
119	+ :	Y		Y	Y	Y	Y	Y
120	+ :					Y	Y	
121	- :							
122	:	Y		Y	Y	Y	Y	Y
123	+ -:						Y	Y
124	- :			*				
125	+ -:						Y	Y
126	+ :				Y			Y

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
127	+ :		Y			Y	Y	Y
128	+ - :	Y	Y		Y	Y	Y	
129	+ :	Y	Y		Y	Y	Y	
130	- :	*						
131	- :			Y				
132	- :							
133	- :							*
134	+ :	Y	Y	Y	Y	Y	Y	Y
135	+ :				Y			
136	+ - :				Y	Y		*
137	- :					Y		*
138	:	Y	Y	Y	Y	Y	Y	Y
139	+ :	Y		Y	Y	Y	Y	Y
140	:					Y		
141	- :							
142	- :							
143	:							
144	- :							
145	:				Y	Y		
146	:							Y

Global Duty B: Motivate
(Duties F-J)

TASK #		:	01	02	03	04	05	16	23

		:	F. Motivate Others						
		:	(The What)						
147	+	:	Y	Y	Y	Y	Y	Y	Y
148		:							
149	+	:	Y		Y	Y	Y	Y	Y
150	+	:	Y		Y	Y	Y	Y	
151		:	Y				Y		
152	+	:	Y	Y	Y	Y	Y	Y	Y
153	+	:	Y	Y	Y	Y	Y	Y	Y
154	+	:			Y	Y	Y	Y	
155		:					Y		
156	+	:					Y		
157	+	:							
158		:				Y		Y	
159	+	:		Y	Y	Y	Y	Y	

		:	G. Motivate Others						
		:	(The How)						
160	+	:	Y	Y	Y	Y	Y	Y	Y
161	+	:	Y	Y	Y	Y	Y	Y	Y
162		:				Y	Y		
163	+	:	Y		Y	Y	Y	Y	Y
164	+	:	Y	Y	Y	Y	Y	Y	Y
165	+	:	Y	Y	Y	Y	Y	Y	Y
166	+	:	Y	Y	Y	Y	Y	Y	Y
167	+	:	Y	Y	Y	Y	Y	Y	
168	+	:	Y	Y	Y	Y	Y	Y	Y
169		:							
170	+	:	Y	Y	Y	Y	Y	Y	Y
171	+	:			Y	Y	Y	Y	
172		:							
173	+	:	Y		Y	Y	Y	Y	Y
174		:							
175		:					Y	Y	
176	+	:	Y		Y	Y	Y	Y	Y
177		:							
178	+	:	Y	Y	Y	Y	Y	Y	
179		:							
180	+	:				Y	Y		Y
181	+	:	Y		Y	Y	Y	Y	Y
182	+	:	Y	Y	Y	Y	Y	Y	Y
183	+	:	Y	Y	Y	Y	Y	Y	Y
184		:					Y	Y	

(CONTINUED)									

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
185	:				Y	Y		
186	+ :	Y	Y	Y	Y	Y	Y	Y
187	+ :	Y	Y	Y	Y	Y	Y	Y
188	+ :	Y	Y	Y	Y	Y	Y	Y
189	+ :	Y	Y	Y	Y	Y	Y	Y
190	+ :	Y		Y	Y	Y	Y	Y
191	:						Y	
192	+ :			Y	Y	Y	Y	Y
193	:							
194	:							
195	:							
196	+ :	Y		Y	Y	Y	Y	
197	:				Y			
198	- :	*	*	*	*	*	*	*
199	:	*	*	*				*
200	:							
201	:							*

H. Develop Unit Cohesion

202	:							
203	+ :				Y			Y
204	:				Y			Y
205	- :							*
206	:							*
207	- :							*
208	:			Y	Y	Y	Y	
209	+ :	Y	Y	Y	Y	Y	Y	Y
210	+ :	Y		Y	Y	Y	Y	Y
211	+ :			Y	Y	Y	Y	Y
212	+ :			Y	Y		Y	Y
213	:							
214	:	Y			Y	Y		Y
215	:							
216	:							
217	+ :	Y	Y	Y	Y	Y	Y	Y
218	:							
219	:							
220	+ :	Y	Y	Y	Y	Y	Y	
221	:							
222	:							
223	+ :	Y		Y	Y	Y	Y	Y
224	+ :				Y			Y
225	:							*
226	+ :	Y	Y	Y	Y	Y	Y	Y

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
227	+ :	Y	Y	Y	Y	Y	Y	Y
228	+ :	Y		Y	Y	Y	Y	Y
229	+ :	Y		Y	Y	Y	Y	Y
230	+ :	Y			Y	Y	Y	Y
231	:			Y	Y			
232	:							
233	:				Y		Y	Y
234	+ :			Y	Y	Y	Y	Y
235	:							
236	:							
237	:							
238	:			Y				
239	:			Y		Y		
240	+ :	Y			Y	Y		Y
241	+ :	Y	Y	Y	Y	Y	Y	Y
242	+ :	Y	Y	Y	Y	Y	Y	Y
243	+ :	Y		Y	Y	Y	Y	Y
244	:							
245	:							
246	:							
247	:							
248	- :		*					*
249	:							
250	:				Y			
251	:							
252	:							
253	:							

I. Reward and Discipline Subordinates								
254	+ :	Y	Y	Y	Y	Y	Y	Y
255	+ :			Y	Y	Y		Y
256	:							
257	:					Y		Y
258	+ :			Y	Y			Y
259	+ :	Y	Y	Y	Y	Y	Y	Y
260	+ :	Y	Y	Y	Y	Y	Y	Y
261	+ :							
262	+ :	Y	Y	Y	Y	Y	Y	Y
263	:							
264	+ :				Y	Y	Y	
265	:				Y			
266	+ :			Y		Y		Y
267	:							
268	:							
269	+ :				Y	Y		
270	+ :				Y		Y	
271	:				Y		Y	

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
272	+	:			Y	Y	Y	
273		:						
274		:			Y		Y	
275		:			Y			
276		:			Y			
277	-	:						*
278	-	:	*			*		*
279	+	:						
280		:						
281		:						
282		:						
283		:						
J. Take Care of Soldiers								
284	+	:	Y	Y	Y	Y	Y	Y
285		:						
286	+	:		Y	Y	Y	Y	
287	+	:	Y		Y			
288		:						
289		:						
290		:						*
291		:						
292	+	:	Y	Y	Y	Y	Y	Y
293	+	:	Y		Y			
294		:						
295		:						
296		:						
297		:						
298		:			Y	Y	Y	
299		:						
300	-	:	*	*	*		*	
301		:						
302	-	:	*	*				
303		:						
304	+	:		Y	Y	Y		
305	+	:						
306	+	:		Y	Y			
307	+	:	Y	Y	Y	Y	Y	
308	+	:		Y		Y	Y	
309		:						
310		:						
311		:						
312		:						
313		:						
314	-	:						
315	-	:						
316	-	:						

Global Duty C: Resource
(Duty K)

TASK #		01	02	03	04	05	16	23
K. Manage Resources								
317	+	Y	Y	Y	Y	Y	Y	Y
318	+	Y	Y	Y	Y	Y	Y	Y
319	+	Y	Y	Y	Y	Y	Y	Y
320	+	Y	Y	Y	Y	Y	Y	Y
321	+	Y	Y	Y	Y	Y	Y	Y
322	+	Y	Y	Y	Y	Y	Y	Y
323	+		Y	Y	Y	Y	Y	
324	:							
325	+	Y	Y	Y	Y	Y	Y	Y
326	:							
327	:							*
328	:							
329	:							
330	:							
331	:							
332	:							
333	:							
334	+				Y		Y	
335	:							
336	-							*
337	-							
338	+	Y	Y	Y	Y	Y	Y	Y
339	:							
340	:							
341	-	*	*	*	*	*		*
342	-		*			*		
343	:							
344	:							
345	:							
346	:							
347	:							
348	+	Y	Y	Y	Y	Y	Y	Y
349	:							*
350	+	Y	Y	Y	Y	Y	Y	Y
351	+	Y	Y	Y	Y	Y	Y	
352	-							*
353	+			Y	Y			Y
354	+	Y	Y		Y	Y	Y	
355	:				Y			
356	+							

Global Duty D: Provide Direction
(Duties L-T)

		COMBAT ARMS						
TASK #	:	01	02	03	04	05	16	23
		L. Perform/Supervise Administrative Functions						
357	:							
358	:							
359	:							
360	:							
361	+ :	Y				Y	Y	Y
362	:							
363	+ :	Y						
364	:					Y		
365	:							
366	- :	*	*	*		*	*	*
367	- :		*	*	*	*	*	*
368	:							
369	+ :	Y	Y		Y	Y	Y	Y
370	+ :	Y	Y		Y	Y	Y	
371	+ :				Y		Y	
372	:							
373	:							
374	:							
375	- :	*	*	*	*	*	*	*
376	+ :				Y			
377	- :			*				
378	:							
379	:						Y	
380	+ :	Y	Y		Y	Y	Y	
381	:							
382	:							
		M. Coordinate with Others Outside the Unit						
383	+ :		Y		Y	Y	Y	
384	:							
385	:							
386	:					Y		
387	+ :			Y			Y	
388	:						Y	Y
389	:							Y
390	- :	*						Y
391	:							Y
392	+ :							
393	+ :							
394	+ :			Y	Y		Y	
395	- :	*	*	*		*	*	*
		(CONTINUED)						

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
396	:	*						*
397	- :	*						
398	- :					*		
399	- :	*	*			*		*
400	:		Y					
401	- :	*		*	*	*		*
402	:							
N. Supervise Others								
403	+ :	Y	Y	Y	Y	Y	Y	Y
404	:			*				
405	+ :		Y					
406	:					*		
407	+ :	Y	Y	Y	Y	Y	Y	Y
408	+ :						Y	
409	+ :						Y	
410	:							
411	+ :	Y	Y	Y	Y	Y	Y	Y
412	+ :							
413	+ :							
414	- :	*				*		*
415	:							
416	:							
417	:							
418	+ :							
419	:							
420	:							
421	- :	*					*	
422	+ :		Y	*				
O. Maintain 2-Way Information Exchange with Subordinates								
423	+ :	Y	Y	Y	Y	Y	Y	Y
424	+ :	Y	Y	Y	Y	Y	Y	Y
425	+ :	Y	Y	Y	Y	Y	Y	Y
426	+ :	Y	Y	Y	Y	Y	Y	Y
427	+ :	Y	Y	Y	Y	Y	Y	Y
428	+ :	Y		Y	Y	Y	Y	Y
429	:							*
430	+ :	Y		Y	Y	Y	Y	Y
431	- :							
432	+ :	Y	Y	Y	Y	Y	Y	Y
433	+ :	Y	Y	Y	Y	Y	Y	Y
434	:							
435	- :	*		*				*
436	:							
437	+ :	Y			Y	Y	Y	
438	- :							

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
439								Y
440	-	*	*					
441	+	Y		Y	Y	Y		Y
442	+							
443								*
P. Maintain 2-Way Information Exchange with Superiors								
444	+	Y	Y	Y	Y	Y	Y	Y
445								
446								
447								
448	+						Y	
449	+	Y	Y	Y	Y	Y	Y	Y
450					*			*
451								Y
452	+	Y	Y	Y	Y	Y	Y	Y
453	+	Y			Y	Y	Y	
454							Y	
455	+			Y	Y		Y	
456								
457								Y
458	+							
459								
460	+		Y				Y	
Q. Monitor and Evaluate Performance								
461	+	Y	Y	Y	Y	Y	Y	
462								
463								
464								
465	+	Y	Y	Y	Y	Y	Y	
466	+		Y			Y	Y	
467								
468	-			*			*	*
469								
470	+	Y		Y	Y	Y	Y	
471								
472	-	*				*		*
473								
474				Y		Y		
475						Y		
476								
477							Y	
478	-							

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
479	:			Y				
480	+ :	Y	Y	Y	Y	Y	Y	Y
481	:							
482	:			Y		Y		
483	- :							
484	+ :	Y	Y	Y	Y	Y	Y	Y
485	+ :	Y	Y	Y	Y	Y	Y	Y
486	+ :	Y			Y	Y		
487	:							
488	:					Y	Y	
489	:							
490	:	Y			Y	Y	Y	
491	+ :	Y	Y	Y	Y	Y	Y	Y
492	+ :	Y	Y	Y	Y	Y	Y	Y
493	+ :	Y		Y	Y	Y	Y	Y
494	+ :		Y					
495	+ :		Y		Y	Y	Y	Y
496	+ :		Y	Y	Y	Y	Y	Y
497	+ :	Y	Y	Y	Y	Y	Y	Y
498	- :							
R. Conduct Counseling								
499	+ :	Y			Y	Y	Y	Y
500	:							
501	:							
502	+ :							
503	+ :							
504	+ :	Y	Y	Y	Y	Y	Y	Y
505	:							
506	:							
507	:							
508	:						Y	
509	:							
510	:							
511	:	*						
512	:							
513	:							
514	:							
515	:							
516	:							
517	:							Y
518	:							
519	:							
520	:							
521	:							
522	:							

		COMBAT ARMS						
TASK #	:	01	02	03	04	05	16	23

		S. Establish Direction of						
		Your Unit/Element						
523	+ :	Y	Y	Y	Y	Y	Y	Y
524	+ :	Y	Y	Y	Y	Y	Y	Y
525	+ :	Y	Y	Y	Y	Y	Y	Y
526	+ :	Y	Y	Y	Y	Y	Y	Y
527	+ :	Y	Y	Y	Y	Y	Y	Y
528	+ :	Y	Y	Y	Y	Y	Y	Y
529	+ :	Y	Y	Y	Y	Y	Y	Y
530	+ :	Y	Y	Y	Y	Y	Y	Y
531	+ :	Y	Y	Y	Y	Y	Y	Y
532	+ :	Y		Y	Y	Y	Y	Y
533	+ :	Y	Y	Y	Y	Y	Y	Y
534	+ :	Y	Y	Y	Y	Y	Y	Y
535	+ :	Y	Y	Y	Y	Y	Y	Y

		T. Provide Input for the Direction						
		of the Larger Organization						
536	:							
537	:							
538	:							
539	:							
540	:							
541	- :	*	*	*	*	*	*	*
542	+ :							
543	- :							
544	:							
545	:							
546	:							
547	:							
548	:							
549	:							
550	:							
551	:							
552	:							
553	- :		*					
554	:							
555	- :							
556	:							
557	:							
558	:							
559	+ :	Y	Y	Y	Y	Y	Y	
560	:					*		Y

APPENDIX G
COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY COMBAT SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the mean "Part of Position" rating by combat support branch is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (also based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- Y = Branch-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for branch).
- * = Branch-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for branch).

IMPORTANT: Tasks not marked with either a Y or * have a mean rating between 3.00 and 5.00.

Combat Support Branches

08 = Signal: 25
10 = Chemical: 74
17 = Military Police: 31
18 = Military Intelligence: 35

COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY COMBAT SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		COMBAT SUPPORT			
		08	10	17	18

: A. Train Soldiers					
:					
1	+	Y	Y	Y	Y
2	:				
3	:			Y	
4	+	Y		Y	Y
5	:				
6	:				
7	:		Y	Y	
8	:				
9	:	Y		Y	
10	:	*			*
11	:				
12	:				
13	:				
14	+			Y	Y
15	:				
16	:				
17	-	*	*	*	*
18	:				
19	+			Y	Y
20	+			Y	Y
21	:		*		

: B. Teach Soldiers					
:					
22	:				
23	:				
24	:			Y	
25	-	*	*	*	*
26	:				
27	:				
28	:				
29	:				
30	:				
31	-	*	*	*	*
32	-	*	*		*
33	:				
34	:				
35	:				
36	:				
37	:				
38	:			Y	
39	-	*			*

TASK #		:	COMBAT SUPPORT			
		:	08	10	17	18

		:	C. Develop Leaders			
		:				
40		:			Y	
41	+	:	Y		Y	Y
42	+	:	Y		Y	Y
43	+	:	Y	Y	Y	Y
44		:			Y	
45		:				
46		:				
47		:				
48		:				
49		:				
50		:				
51	+	:	Y	Y	Y	Y
52	+	:	Y	Y	Y	Y
53		:				
54		:			Y	
55		:			Y	
56	+	:	Y		Y	Y
57		:				
58		:				
59	+	:			Y	
60		:				

		:	D. Plan and Conduct			
		:	Training			
61	+	:			Y	
62	+	:			Y	
63		:				
64	-	:	*			
65	-	:	*			
66		:				
67		:				
68		:				
69		:				
70		:				
71		:				
72		:		Y	Y	
73	+	:		Y	Y	
74		:				
75	-	:	*			
76		:				
77		:				
78		:				
79		:				
80	-	:				*
81	-	:	*			
82	-	:	*			*
(CONTINUED)						

		COMBAT SUPPORT			
TASK #		08	10	17	18
<hr/>					
83	- :	*		*	*
84	- :	*			*
85	:				
86	:				
87	:				
88	:			Y	
89	:				
90	:				
91	+ :			Y	
92	+ :				
93	:				
94	:				
95	+ :			Y	
96	:				
97	- :			*	
98	- :				
99	- :	*		*	*
100	:				
101	:				
102	:				
<hr/>					
		E. Train in the Field to Enter Combat			
103	+ :			Y	
104	- :				*
105	:			Y	
106	:				
107	:				
108	:				
109	:				
110	:			Y	
111	+ :	Y	Y	Y	
112	:				
113	+ :	Y		Y	
114	+ :	Y	Y	Y	Y
115	+ :			Y	
116	:				Y
117	+ :	Y		Y	
118	+ :	Y		Y	Y
119	+ :			Y	
120	+ :			Y	
121	- :	*			*
122	:				Y
123	+ -:				Y
124	- :	*			
125	+ -:				Y
126	+ :			Y	
<hr/>					

(CONTINUED)

		COMBAT SUPPORT			
TASK #	:	08	10	17	18
127	+ :			Y	
128	+ -:			Y	
129	+ :			Y	
130	- :	*			*
131	- :	*			*
132	- :				
133	- :				
134	+ :	Y		Y	Y
135	+ :	Y			
136	+ -:				
137	- :	*			
138	:			Y	
139	+ :			Y	
140	:				
141	- :				*
142	- :				
143	:				
144	- :				
145	:				
146	:				

Global Duty B: Motivate
(Duties F-J)

TASK #		:	COMBAT SUPPORT			
		:	08	10	17	18
<hr/>						
		:	F. Motivate Others			
		:	(The What)			
147	+	:	Y	Y	Y	Y
148		:				
149	+	:			Y	
150	+	:			Y	
151		:				*
152	+	:	Y	Y	Y	Y
153	+	:	Y	Y	Y	Y
154	+	:			Y	
155		:				
156	+	:				
157	+	:			Y	
158		:				
159	+	:	Y		Y	
<hr/>						
		:	G. Motivate Others			
		:	(The How)			
160	+	:	Y	Y	Y	Y
161	+	:	Y	Y	Y	Y
162		:				
163	+	:			Y	
164	+	:	Y		Y	
165	+	:	Y	Y	Y	Y
166	+	:	Y	Y	Y	Y
167	+	:	Y		Y	
168	+	:			Y	
169		:				
170	+	:	Y	Y	Y	Y
171	+	:			Y	Y
172		:				
173	+	:			Y	
174		:				
175		:				
176	+	:			Y	
177		:				
178	+	:			Y	
179		:				
180	+	:	Y		Y	Y
181	+	:	Y	Y	Y	
182	+	:	Y	Y	Y	
183	+	:	Y	Y	Y	Y
184		:				
<hr/>						
(CONTINUED)						
<hr/>						

		:	COMBAT SUPPORT			
TASK #	:	08	10	17	18	

185	:					
186	+ :		Y	Y		
187	+ :	Y	Y	Y	Y	
188	+ :	Y	Y	Y		
189	+ :	Y	Y	Y	Y	
190	+ :	Y		Y	Y	
191	:			Y		
192	+ :			Y		
193	:					
194	:					
195	:					
196	+ :			Y		
197	:					
198	- :	*	*	*	*	
199	:					
200	:					
201	:					

	:	H. Develop Unit Cohesion				
	:					
202	:					
203	+ :					
204	:					
205	- :				*	
206	:					
207	- :		*		*	
208	:	Y		Y		
209	+ :			Y		
210	+ :	Y		Y		
211	+ :	Y		Y		
212	+ :			Y		
213	:					
214	:			Y		
215	:					
216	:					
217	+ :	Y		Y	Y	
218	:					
219	:					
220	+ :			Y	Y	
221	:					
222	:					
223	+ :	Y		Y	Y	
224	+ :			Y		
225	:				*	
226	+ :	Y		Y	Y	

		COMBAT SUPPORT			
TASK #	:	08	10	17	18
<hr/>					
227	+ :	Y		Y	Y
228	+ :			Y	
229	+ :			Y	
230	+ :			Y	
231	:			Y	
232	:				
233	:			Y	
234	+ :			Y	Y
235	:				
236	:				
237	:				
238	:				
239	:			Y	
240	+ :			Y	
241	+ :	Y	Y	Y	Y
242	+ :				
243	+ :	Y	Y	Y	Y
244	:				
245	:				
246	:				
247	:				
248	- :			*	*
249	:				
250	:				
251	:				
252	:				
253	:				

		I. Reward and Discipline			
		Subordinates			
254	+ :	Y	Y	Y	Y
255	+ :			Y	Y
256	:				
257	:				
258	+ :			Y	
259	+ :	Y	Y	Y	Y
260	+ :	Y		Y	Y
261	+ :			Y	
262	+ :	Y		Y	
263	:				
264	+ :				
265	:				
266	+ :				
267	:				
268	:				
269	+ :				
270	+ :				
271	:			Y	

(CONTINUED)

		COMBAT SUPPORT			
TASK #		08	10	17	18
272	+	:			
273		:			
274		:	Y		
275		:			
276		:			
277	-	:	*	*	*
278	-	:	*	*	*
279	+	:			
280		:			
281		:			
282		:	*		
283		:			
		:	J. Take Care of Soldiers		
284	+	:	Y	Y	Y
285		:			
286	+	:		Y	
287	+	:			
288		:			
289		:			
290		:			
291		:			
292	+	:		Y	Y
293	+	:			
294		:			
295		:			
296		:			
297		:			
298		:			
299		:			
300	-	:	*	*	*
301		:			
302	-	:			
303		:			
304	+	:	Y	Y	
305	+	:		Y	
306	+	:		Y	
307	+	:	Y	Y	Y
308	+	:		Y	Y
309		:			
310		:			
311		:			
312		:			
313		:			
314	-	:			
315	-	:			
316	-	:	*		

Global Duty C: Resource
(Duty K)

TASK #		COMBAT SUPPORT			
		08	10	17	18
		K. Manage Resources			
317	+	Y	Y	Y	Y
318	+	Y	Y	Y	Y
319	+	Y	Y	Y	Y
320	+	Y	Y	Y	
321	+	Y	Y	Y	Y
322	+	Y	Y	Y	Y
323	+			Y	
324	:				
325	+	Y	Y	Y	Y
326	:				
327	:				
328	:				*
329	:				
330	:				
331	:				
332	:				
333	:				
334	+				
335	:		*		
336	-		*		*
337	-	*	*		*
338	+	Y	Y	Y	Y
339	:				
340	:				
341	-	*	*	*	*
342	-		*		*
343	:				
344	:				
345	:				
346	:				
347	:				
348	+	Y	Y	Y	Y
349	:	*			
350	+	Y	Y	Y	Y
351	+	Y			
352	-				*
353	+				
354	+			Y	
355	:				
356	+				

Global Duty D: Provide Direction
(Duties L-T)

TASK #		COMBAT SUPPORT			
		08	10	17	18
		L. Perform/Supervise Administrative Functions			
357	:				
358	:				
359	:				
360	:				
361	+ :			Y	
362	:				
363	+ :				
364	:				
365	:				
366	- :	*	*	*	*
367	- :		*	*	*
368	:				
369	+ :	Y		Y	Y
370	+ :	Y		Y	Y
371	+ :				
372	:				
373	:				
374	:				
375	- :	*		*	
376	+ :				Y
377	- :				
378	:				
379	:				
380	+ :	Y		Y	
381	:				
382	:				
		M. Coordinate with Others Outside the Unit			
383	+ :	Y			
384	:				*
385	:				
386	:				
387	+ :				
388	:				
389	:				
390	- :		*		
391	:				
392	+ :				
393	+ :				
394	+ :			Y	
395	- :		*	*	*

(CONTINUED)

TASK #		COMBAT SUPPORT			
		08	10	17	18
396		*	*		*
397	-		*	*	
398	-		*		
399	-	*	*	*	*
400					
401	-	*	*		*
402					
N. Supervise Others					
403	+	Y	Y	Y	Y
404			*		
405	+	Y		Y	
406			*		*
407	+	Y	Y	Y	Y
408	+	Y		Y	Y
409	+	Y			
410					
411	+	Y	Y	Y	Y
412	+				
413	+				
414	-	*	*	*	*
415					
416			*		
417			*		
418	+				
419					
420					
421	-		*		*
422	+				
O. Maintain 2-Way Information Exchange with Subordinates					
423	+	Y	Y	Y	Y
424	+	Y	Y	Y	Y
425	+	Y	Y	Y	Y
426	+	Y	Y	Y	Y
427	+	Y	Y	Y	Y
428	+			Y	
429					*
430	+	Y	Y	Y	Y
431	-				
432	+			Y	Y
433	+	Y	Y	Y	Y
434					
435	-				*
436					
437	+			Y	
438	-				

(CONTINUED)

TASK #		08	10	17	18
439	:				
440	- :				
441	+ :		Y	Y	
442	+ :				
443	:				

	:	P. Maintain 2-Way Information			
	:	Exchange with Superiors			
444	+ :	Y		Y	
445	:				
446	:				
447	:				
448	+ :				Y
449	+ :	Y		Y	Y
450	:	*			
451	:				
452	+ :			Y	Y
453	+ :			Y	
454	:				
455	+ :				
456	:				
457	:				
458	+ :			Y	
459	:				
460	+ :	Y			

	:	Q. Monitor and Evaluate			
	:	Performance			
461	+ :	Y		Y	
462	:				
463	:				
464	:				
465	+ :			Y	
466	+ :	Y			
467	.				
468	- :		*		*
469	:				
470	+ :			Y	
471	:				
472	- :				
473	:				
474	:				
475	:		Y		
476	:				
477	:				
478	- :				
(CONTINUED)					

(CONTINUED)

TASK #		COMBAT SUPPORT			
		08	10	17	18
<hr/>					
479	:				
480	+ :				
481	:				
482	:				
483	- :				
484	+ :	Y		Y	Y
485	+ :	Y		Y	
486	+ :			Y	Y
487	:				
488	:				
489	:				
490	:	Y			
491	+ :	Y	Y	Y	Y
492	+ :	Y	Y	Y	Y
493	+ :	Y		Y	Y
494	+ :				
495	+ :	Y		Y	
496	+ :	Y		Y	
497	+ :	Y		Y	
498	- :				
<hr/>					
		R. Conduct Counseling			
499	+ :			Y	
500	:				
501	:				
502	+ :				
503	+ :				
504	+ :		Y	Y	
505	:				
506	:				
507	:				
508	:				
509	:				
510	:				
511	:				
512	:				
513	:				
514	:				
515	:				
516	:				
517	:				
518	:				
519	:				
520	:				
521	:				
522	:				
<hr/>					

TASK #		COMBAT SUPPORT			
		08	10	17	18
		S. Establish Direction of Your Unit/Element			
523	+ :	Y	Y	Y	
524	+ :			Y	
525	+ :	Y	Y	Y	
526	+ :	Y		Y	
527	+ :	Y		Y	Y
528	+ :	Y	Y	Y	
529	+ :	Y	Y	Y	
530	+ :	Y	Y	Y	
531	+ :	Y		Y	
532	+ :		Y	Y	
533	+ :	Y	Y	Y	Y
534	+ :			Y	
535	+ :	Y	Y	Y	Y
		T. Provide Input for the Direction of the Larger Organization			
536	:				
537	:				
538	:			Y	
539	:				
540	:				
541	- :	*	*	*	*
542	+ :				
543	- :				
544	:				
545	:				
546	:				
547	:				
548	:				
549	:				
550	:				
551	:				
552	:				
553	- :	*		*	*
554	:			*	*
555	- :				
556	:				
557	:				
558	:				
559	+ :	Y	Y	Y	
560	:	*			

APPENDIX H
COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY COMBAT SERVICE SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the mean "Part of Position" rating by combat service support branch is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (also based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- Y = Branch-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for branch).
- * = Branch-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for branch).

IMPORTANT: Tasks not marked with either a Y or * have a mean rating between 3.00 and 5.00.

Combat Service Support Branches

09 = ADP/Finance/Personnel: 41, 42,
44, 45, 46, 53
11 = Ordnance: 91
12 = Transportation: 95
13 = Chaplain: 56
14 = Quartermaster: 92
15 = Medical: 60 - 68
22 = Judge Advocate General: 55

COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY COMBAT SERVICE SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		COMBAT SERVICE SUPPORT						
		09	11	12	13	14	15	22
		A. Train Soldiers						
1	+	Y	Y	Y	Y	Y	Y	Y
2								*
3			Y	Y	Y		Y	
4	+	Y	Y	Y	Y	Y		Y
5								*
6					Y			
7					Y			
8		*	*				*	*
9			Y	Y	Y	Y		
10		*			*		*	*
11								*
12			Y					*
13		Y	Y	Y	Y			
14	+				Y			Y
15								
16								
17	-	*	*	*	*	*	*	
18					Y			
19	+	Y	Y	Y	Y		Y	Y
20	+	Y	Y	Y	Y			Y
21								
		B. Teach Soldiers						
22								Y
23								Y
24				Y	Y			
25	-	*				*	*	
26					Y			
27					Y			Y
28					Y			
29		*					*	*
30						*	*	
31	-	*	*	*		*	*	
32	-		*	*				
33								
34								
35								*
36								
37							Y	
38			Y		Y			Y
39	-							

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22

	:	C. Develop Leaders						
	:							
40	:			Y	Y			
41	+ :	Y	Y	Y	Y	Y		
42	+ :	Y	Y	Y	Y	Y		
43	+ :	Y	Y	Y	Y	Y	Y	Y
44	:				Y			
45	:				Y			
46	:				Y			Y
47	:							
48	:							
49	:							
50	:							
51	+ :	Y	Y	Y	Y	Y	Y	Y
52	+ :	Y	Y	Y	Y	Y		Y
53	:							
54	:			Y				
55	:			Y				
56	+ :		Y		Y			Y
57	:							
58	:							
59	+ :			Y	Y		Y	
60	:				Y			

	:	D. Plan and Conduct Training						
	:							
61	+ :							
62	+ :							
63	:							
64	- :							
65	- :							
66	:							
67	:							
68	:							
69	:	*					*	*
70	:							
71	:							
72	:							
73	+ :			Y				
74	:							
75	- :		*		*		*	*
76	:							
77	:							
78	:							
79	:							
80	- :	*					*	*
81	- :			*			*	
82	- :	*	*	*		*	*	

(CONTINUED)								

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
83	- :	*	*	*	*	*	*	*
84	- :			*	*		*	*
85	:							
86	:							
87	:			Y				
88	:			Y				
89	:							
90	:							
91	+ :		Y	Y			Y	
92	+ :		Y					
93	:							
94	:							
95	+ :		Y	Y	Y			Y
96	:							
97	- :		*					
98	- :	*			*		*	*
99	- :	*	*		*	*	*	*
100	:				Y			
101	:							
102	:							

		E. Train in the Field to Enter Combat						
103	+ :				*		*	*
104	- :	*	*		*		*	*
105	:			Y				*
106	:	*			*		*	*
107	:		Y		*	Y		*
108	:							*
109	:	*			Y		*	*
110	:	*						Y
111	+ :		Y	Y	Y	Y		*
112	:				*		*	*
113	+ :	Y	Y	Y	Y	Y		
114	+ :	Y	Y	Y	Y	Y	Y	Y
115	+ :						*	
116	:				*		*	
117	+ :						*	
118	+ :		Y	Y	Y	Y		
119	+ :	*			*		*	*
120	+ :				*		*	*
121	- :	*			*	*	*	*
122	:	*					*	*
123	+ - :	*		*	*	*	*	*
124	- :	*		*	*	*	*	*
125	+ - :	*			*	*	*	*
126	+ :				*			*

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
127	+ :				*			*
128	+ -:				*		*	*
129	+ :							*
130	- :	*		*	*	*	*	*
131	- :	*		*	*	*	*	*
132	- :	*					*	*
133	- :	*			*		*	*
134	+ :		Y	Y	Y	Y		*
135	+ :				*		*	*
136	+ -:	*		*			*	*
137	- :	*	*	*	*	*	*	*
138	:				*		*	*
139	+ :				*		*	*
140	:	*						*
141	- :	*						*
142	- :						*	*
143	:						*	*
144	- :	*						*
145	:	*			*	Y	*	*
146	:						*	*

Global Duty B: Motivate
(Duties F-J)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
		F. Motivate Others						
		(The What)						
147	+ :	Y	Y	Y	Y	Y	Y	Y
148	:				Y			
149	+ :				Y			*
150	+ :							
151	:						*	*
152	+ :	Y	Y	Y		Y		
153	+ :	Y	Y	Y	Y	Y	Y	Y
154	+ :		Y		Y			
155	:	*					*	*
156	+ :							*
157	+ :				Y			
158	:							
159	+ :		Y			Y		*
		G. Motivate Others						
		(The How)						
160	+ :	Y	Y	Y	Y	Y	Y	Y
161	+ :	Y	Y	Y	Y	Y	Y	Y
162	:							*
163	+ :						*	*
164	+ :	Y	Y	Y				
165	+ :	Y	Y	Y	Y	Y	Y	Y
166	+ :	Y	Y	Y	Y	Y	Y	Y
167	+ :	Y	Y			Y		
168	+ :	Y	Y		Y		Y	
169	:			Y				
170	+ :	Y	Y	Y	Y	Y	Y	Y
171	+ :		Y	Y	Y			
172	:							
173	+ :		Y	Y				
174	:							
175	:							
176	+ :		Y					
177	:							
178	+ :		Y		Y			
179	:							
180	+ :	Y	Y			Y	Y	
181	+ :							
182	+ :		Y			Y		
183	+ :	Y	Y	Y	Y	Y		
184	:				Y			*
(CONTINUED)								

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
185	:						*	*
186	+ :		Y	Y				
187	+ :	Y	Y	Y		Y		
188	+ :	Y	Y	Y		Y		
189	+ :	Y	Y	Y	Y	Y	Y	Y
190	+ :		Y	Y	Y	Y	Y	Y
191	:				Y			
192	+ :	Y	Y	Y	Y		Y	
193	:							
194	:							
195	:							
196	+ :		Y			Y		
197	:				Y			
198	- :	*	*	*		*	*	*
199	:						*	
200	:				Y			
201	:				Y			

		H. Develop Unit Cohesion						
202	:							
203	+ :		Y	Y	Y			
204	:		Y		Y			
205	- :							*
206	:				*		*	*
207	- :		*	*		*	*	*
208	:		Y					
209	+ :	Y	Y	Y	Y		Y	Y
210	+ :			Y				
211	+ :		Y		Y			
212	+ :	Y	Y		Y			
213	:							
214	:		Y		Y	Y		
215	:							
216	:							
217	+ :	Y	Y	Y	Y	Y	Y	Y
218	:							
219	:							
220	+ :	Y	Y	Y		Y		
221	:							
222	:							
223	+ :	Y	Y	Y	Y	Y	Y	Y
224	+ :		Y		Y			*
225	:	*			Y		*	*
226	+ :		Y	Y	Y	Y	Y	Y

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
227	+ :	Y	Y	Y	Y	Y	Y	Y
228	+ :	Y	Y	Y	Y			
229	+ :		Y		Y			
230	+ :		Y	Y	Y			
231	:		Y		Y			
232	:				Y			
233	:	Y			Y			Y
234	+ :	Y	Y	Y	Y	Y	Y	
235	:							
236	:							*
237	:							*
238	:				Y			
239	:				Y			
240	+ :			Y				
241	+ :	Y	Y	Y	Y	Y	Y	Y
242	+ :			Y				
243	+ :	Y	Y	Y	Y	Y	Y	Y
244	:							*
245	:							*
246	:							
247	:						*	
248	- :	*			Y	*	*	*
249	:							
250	:				Y			
251	:				Y			
252	:				Y			
253	:							

		I. Reward and Discipline Subordinates						
254	+ :	Y	Y	Y	Y	Y	Y	Y
255	+ :	Y			Y		Y	
256	:							
257	:		Y		Y			
258	+ :		Y		Y			
259	+ :	Y	Y	Y	Y	Y	Y	Y
260	+ :	Y	Y	Y	Y	Y	Y	Y
261	+ :		Y	Y	Y			Y
262	+ :	Y	Y	Y	Y	Y		
263	:							
264	+ :				Y			
265	:							
266	+ :		Y	Y				Y
267	:							
268	:							
269	+ :							
270	+ :							
271	:		Y					

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
<hr/>								
272	+ :		Y					
273	:		Y					
274	:		Y		*			
275	:							
276	:				*			
277	- :	*			*			
278	- :	*			*	*	*	Y
279	+ :							
280	:							
281	:							
282	:							
283	:							
<hr/>								
		J. Take Care of Soldiers						
284	+ :	Y	Y	Y	Y	Y	Y	Y
285	:		Y					
286	+ :		Y			Y		*
287	+ :					Y		*
288	:							
289	:				Y			
290	:							
291	:							*
292	+ :	Y	Y	Y		Y	Y	
293	+ :		Y		Y			
294	:				Y			
295	:				Y		*	*
296	:							*
297	:				Y			
298	:							
299	:						*	
300	- :	*	*		*	*	*	*
301	:						*	
302	- :				*	*		
303	:							
304	+ :		Y		Y	Y		
305	+ :		Y		Y	Y		
306	+ :		Y	Y	Y	Y		
307	+ :	Y	Y	Y	Y	Y	Y	Y
308	+ :		Y	Y	Y	Y		
309	:							*
310	:							
311	:							
312	:							
313	:							
314	- :							
315	- :							
316	- :							

Global Duty C: Resource
(Duty K)

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22

		K. Manage Resources						
317	+ :	Y	Y	Y	Y	Y	Y	Y
318	+ :	Y	Y	Y	Y	Y	Y	Y
319	+ :	Y	Y	Y	Y	Y	Y	Y
320	+ :	Y	Y	Y	Y	Y	Y	
321	+ :	Y	Y	Y	Y	Y	Y	Y
322	+ :	Y	Y	Y	Y	Y	Y	Y
323	+ :		Y	Y			Y	
324	:							
325	+ :	Y	Y	Y	Y	Y	Y	Y
326	:							
327	:							
328	:						*	*
329	:							
330	:							
331	:							
332	:				Y			
333	:							
334	+ :	Y	Y		Y			Y
335	:				Y			
336	- :				*	*	*	*
337	- :	*		*	*	*		*
338	+ :	Y	Y	Y	Y	Y	Y	Y
339	:							
340	:							
341	- :	*	*			*	*	*
342	- :			*	*		*	*
343	:							
344	:							
345	:	Y						*
346	:	Y						
347	:							
348	+ :	Y	Y	Y	Y	Y	Y	Y
349	:					*		
350	+ :	Y	Y	Y	Y	Y	Y	
351	+ :	Y	Y	Y		Y		
352	- :	*			*		*	*
353	+ :			Y		Y	*	
354	+ :		Y	Y	Y	Y	Y	
355	:	Y	Y	Y		Y		
356	+ :		Y			Y		

Global Duty D: Provide Direction
(Duties L-T)

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
		L. Perform/Supervise Administrative Functions						
357	:	Y			Y			
358	:	Y			Y			
359	:		Y		Y			
360	:							
361	+	:	Y			Y	Y	
362	:							
363	+	:						
364	:							
365	:							
366	-	:	*	*	*			*
367	-	:	*		*	*	*	*
368	:							
369	+	:	Y	Y	Y	Y	Y	Y
370	+	:	Y	Y	Y	Y		Y
371	+	:	Y	Y				
372	:							
373	:							
374	:							
375	-	:	*	*	*	*	*	*
376	+	:	Y	Y		Y		
377	-	:						
378	:							
379	:	Y				Y		
380	+	:	Y	Y	Y	Y		Y
381	:						*	
382	:							
		M. Coordinate with Others Outside the Unit						
383	+	:	Y	Y	Y	Y		Y
384	:							
385	:							
386	:						*	*
387	+	:		Y		Y		
388	:			Y				
389	:			Y				
390	-	:					*	*
391	:							
392	+	:		Y				
393	+	:	Y	Y		Y		
394	+	:		Y		*		*
395	-	:	*			*		*

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
396	:				*			*
397	- :		*		*	*		*
398	- :				*			
399	- :	*	*	*	*	*		*
400	:							
401	- :	*	*		*		*	
402	:				Y			
		N. Supervise Others						
403	+ :	Y	Y	Y	Y	Y	Y	Y
404	:						*	*
405	+ :	Y	Y	Y	Y	Y	Y	Y
406	:					Y		
407	+ :	Y	Y	Y	Y	Y	Y	Y
408	+ :	Y	Y	Y	Y	Y	Y	Y
409	+ :		Y		Y		Y	
410	:							
411	+ :	Y	Y	Y	Y	Y	Y	Y
412	+ :							
413	+ :							
414	- :	*		*		*		*
415	:							
416	:				*			*
417	:							*
418	+ :		Y		*	Y		*
419	:							
420	:							
421	- :		*				*	
422	+ :			Y	*	Y		
		O. Maintain 2-Way Information Exchange with Subordinates						
423	+ :	Y	Y	Y	Y	Y	Y	Y
424	+ :	Y	Y	Y	Y	Y	Y	Y
425	+ :	Y	Y	Y	Y	Y	Y	Y
426	+ :	Y	Y	Y	Y	Y	Y	Y
427	+ :	Y	Y	Y	Y	Y	Y	Y
428	+ :	Y	Y	Y	Y	Y		
429	:						*	
430	+ :	Y	Y	Y	Y	Y	Y	Y
431	- :							
432	+ :		Y	Y	Y	Y		
433	+ :	Y	Y	Y	Y	Y	Y	Y
434	:				Y			
435	- :		*			*		*
436	:							
437	+ :		Y	Y				
438	- :				*		*	*

(CONTINUED)

TASK #		COMBAT SERVICE SUPPORT						
		09	11	12	13	14	15	22
439	:	*					*	*
440	- :							*
441	+ :		Y	Y	Y			
442	+ :							
443	:					*	*	

	:	P. Maintain 2-Way Information						
	:	Exchange with Superiors						
444	+ :	Y	Y	Y	Y	Y		
445	:				Y			
446	:							
447	:							
448	+ :	*					*	*
449	+ :	Y	Y	Y		Y		Y
450	:							
451	:	*					*	*
452	+ :		Y	Y	Y	Y		
453	+ :	Y	Y		Y			Y
454	:							
455	+ :			Y	Y			Y
456	:							
457	:						*	
458	+ :				Y			
459	:							
460	+ :	Y	Y					Y

	:	Q. Monitor and Evaluate						
	:	Performance						
461	+ :		Y	Y				
462	:						*	*
463	:							*
464	:							
465	+ :		Y					*
466	+ :	*	Y					*
467	:	*			*			*
468	- :	*			*		*	*
469	:							
470	+ :		Y		Y		Y	
471	:							
472	- :						*	
473	:							
474	:							
475	:							
476	:				*			*
477	:							*
478	- :				*			*

(CONTINUED)								

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
<hr/>								
479	:							
480	+ :			Y				
481	:							*
482	:							*
483	- :	*					*	*
484	+ :	Y	Y	Y		Y	Y	Y
485	+ :		Y	Y		Y		
486	+ :	Y	Y		Y			Y
487	:							
488	:					Y		
489	:							
490	:		Y		Y	Y		
491	+ :	Y	Y	Y	Y	Y	Y	Y
492	+ :	Y	Y	Y	Y	Y		
493	+ :	Y	Y	Y	Y	Y	Y	Y
494	+ :	Y	Y	Y	Y	Y		
495	+ :	Y	Y	Y	Y	Y	Y	Y
496	+ :	Y	Y	Y	Y	Y		Y
497	+ :	Y	Y	Y	Y	Y		Y
498	- :							
<hr/>								
	:	R. Conduct Counseling						
	:							
499	+ :		Y		Y			
500	:		Y		Y			
501	:							
502	+ :							
503	+ :							
504	+ :	Y	Y		Y	Y		
505	:							
506	:							
507	:							*
508	:							
509	:							
510	:							
511	:			*	Y			
512	:							
513	:				Y			
514	:				Y			
515	:				Y			
516	:				Y			
517	:							
518	:				Y			
519	:				Y			
520	:							
521	:				Y			
522	:				Y			
<hr/>								

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
		S. Establish Direction of Your Unit/Element						
523	+ :	Y	Y	Y	Y	Y	Y	Y
524	+ :	Y			Y			
525	+ :	Y	Y	Y	Y	Y	Y	Y
526	+ :	Y	Y	Y	Y	Y	Y	
527	+ :	Y	Y	Y	Y	Y	Y	Y
528	+ :	Y	Y	Y	Y	Y	Y	Y
529	+ :	Y	Y	Y	Y	Y	Y	Y
530	+ :	Y	Y	Y	Y	Y	Y	Y
531	+ :		Y	Y	Y	Y	Y	
532	+ :		Y	Y	Y	Y		
533	+ :	Y	Y	Y	Y	Y	Y	Y
534	+ :		Y	Y	Y	Y		
535	+ :	Y	Y	Y	Y	Y	Y	
		T. Provide Input for the Direction of the Larger Organization						
536	:							
537	:							
538	:							
539	:							
540	:							
541	- :	*	*	*		*	*	*
542	+ :							
543	- :							
544	:							
545	:							
546	:							
547	:							
548	:							
549	:							
550	:							
551	:							
552	:							
553	- :	*		*	*	*		*
554	:	*			*			*
555	- :	*			*			*
556	:							
557	:							
558	:							
559	+ :	Y	Y	Y	Y	Y		Y
560	:							

APPENDIX I
COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY OTHER BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the mean "Part of Position" rating by other branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (also based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- Y = Branch-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for branch).
- * = Branch-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for branch).

IMPORTANT: Tasks not marked with either a Y or * have a mean rating between 3.00 and 5.00.

Other Branches/Functional Areas

20 = ORSA/Faculty/Force Dev.: 47, 49,
50, 52, 54, 99
21 = Research & Development: 51, 97
24 = Foreign Area: 48

COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY OTHER BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #			OTHER	
		20	21	24

	:	A. Train Soldiers		
	:			
1	+	:		
2	:	*	*	
3	:			
4	+	:		
5	:	*	*	
6	:	*	*	
7	:			
8	:		*	
9	:			
10	:	*		
11	:			
12	:			
13	:			
14	+	:		
15	:			
16	:		*	
17	-	*	*	
18	:			
19	+	:		
20	+	:		
21	:			

	:	B. Teach Soldiers		
	:			
22	:			
23	:			
24	:			
25	-	*	*	
26	:			
27	:			
28	:			
29	:		*	
30	:			
31	-	*	*	
32	-	:		
33	:	*	*	
34	:	*	*	
35	:	*	*	
36	:		*	
37	:			
38	:			
39	-	*	*	

TASK #	:	20	OTHER 21	24

	:	C. Develop Leaders		
40	:			
41	+ :			
42	+ :			
43	+ :	Y	Y	Y
44	:			
45	:			
46	:			
47	:	*	*	
48	:		*	
49	:			
50	:		*	
51	+ :			Y
52	+ :			Y
53	:			
54	:			
55	:			
56	+ :			
57	:			
58	:			
59	+ :			
60	:			

	:	D. Plan and Conduct Training		
61	+ :			
62	+ :		*	
63	:			
64	- :		*	
65	- :			
66	:		*	
67	:			
68	:		*	
69	:		*	
70	:		*	
71	:			
72	:			
73	+ :			
74	:			
75	- :	*	*	
76	:		*	
77	:			
78	:		*	
79	:	*		
80	- :	*	*	*
81	- :		*	
82	- :	*	*	

(CONTINUED)				

TASK #	:	:	20	OTHER 21	24
83	-	:	*	*	*
84	-	:	*	*	
85		:			
86		:			
87		:			
88		:			
89		:			
90		:			
91	+	:			
92	+	:			
93		:			
94		:			
95	+	:			
96		:			
97	-	:			
98	-	:			Y
99	-	:	*	*	
100		:			
101		:			
102		:			

E. Train in the Field to Enter Combat					
103	+	:	*	*	
104	-	:	*	*	*
105		:		*	
106		:	*	*	*
107		:			
108		:		*	
109		:	*	*	
110		:	*	*	
111	+	:			
112		:	*	*	
113	+	:			
114	+	:	Y	Y	
115	+	:		*	
116		:		*	
117	+	:		*	
118	+	:			
119	+	:	*	*	
120	+	:	*	*	
121	-	:	*	*	
122		:		*	
123	+	-:	*	*	
124	-	:	*	*	*
125	+	-:		*	
126	+	:		*	

(CONTINUED)

TASK #	:	20	OTHER 21	24
127	+ :	*	*	
128	+ - :	*	*	
129	+ :	*	*	
130	- :	*		*
131	- :	*	*	*
132	- :	*	*	
133	- :	*	*	
134	+ :			
135	+ :	*	*	*
136	+ - :	*	*	
137	- :	*	*	*
138	:		*	
139	+ :		*	
140	:	*	*	
141	- :	*	*	
142	- :	*	*	
143	:	*	*	
144	- :	*	*	
145	:	*	*	*
146	:			

Global Duty B: Motivate
(Duties F-J)

TASK #	:	20	OTHER 21	24

	:	F. Motivate Others		
	:	(The What)		
147	+ :	Y	Y	Y
148	:			
149	+ :	*	*	*
150	+ :			*
151	:	*	*	*
152	+ :		Y	Y
153	+ :		Y	Y
154	+ :		*	
155	:	*	*	*
156	+ :		*	*
157	+ :			
158	:			
159	+ :	*		*

	:	G. Motivate Others		
	:	(The How)		
160	+ :	Y	Y	Y
161	+ :	Y	Y	Y
162	:			*
163	+ :	*	*	*
164	+ :		Y	Y
165	+ :	Y	Y	Y
166	+ :	Y	Y	
167	+ :			
168	+ :			
169	:			
170	+ :	Y	Y	Y
171	+ :			
172	:			*
173	+ :			
174	:		*	
175	:			
176	+ :			
177	:			
178	+ :			
179	:			
180	+ :			
181	+ :		*	*
182	+ :		*	
183	+ :			
184	:		*	
(CONTINUED)				

TASK #	:	20	OTHER 21	24
<hr/>				
185	:	*	*	*
186	+ :			
187	+ :			
188	+ :			
189	+ :	Y	Y	Y
190	+ :			
191	:			
192	+ :			
193	:		*	
194	:			
195	:			
196	+ :			
197	:			
198	- :	*	*	*
199	:	*	*	*
200	:			
201	:			*
<hr/>				
	:	H. Develop Unit Cohesion		
	:			
202	:			
203	+ :			
204	:			
205	- :	*	*	*
206	:	*	*	*
207	- :	*	*	*
208	:			
209	+ :			
210	+ :			
211	+ :			
212	+ :			
213	:			
214	:			
215	:			
216	:			
217	+ :		Y	Y
218	:			
219	:			
220	+ :			
221	:	*		
222	:			
223	+ :			
224	+ :			*
225	:	*	*	*
226	+ :			Y
<hr/>				
(CONTINUED)				
<hr/>				

TASK #		:	OTHER		
			20	21	24
<hr/>					
227	+	:		Y	Y
228	+	:			
229	+	:			Y
230	+	:			
231		:			
232		:			
233		:			
234	+	:			Y
235		:			
236		:	*		
237		:	*		
238		:			
239		:			
240	+	:			
241	+	:			Y
242	+	:			
243	+	:			Y
244		:	*	*	
245		:	*		*
246		:			
247		:			
248	-	:	*	*	*
249		:			
250		:			Y
251		:			
252		:			
253		:			
<hr/>					
		:	I. Reward and Discipline		
		:	Subordinates		
254	+	:	Y	Y	Y
255	+	:			
256		:			
257		:			
258	+	:			
259	+	:	Y	Y	Y
260	+	:			Y
261	+	:		Y	Y
262	+	:		Y	
263		:			
264	+	:			Y
265		:			
266	+	:			
267		:			
268		:	*		
269	+	:			
270	+	:			*
271		:			*
<hr/>					
(CONTINUED)					
<hr/>					

TASK #		OTHER		
		20	21	24
272	+			
273				
274		*	*	*
275		*	*	*
276		*	*	*
277	-	*	*	*
278	-	*	*	*
279	+			
280		*	*	*
281		*	*	*
282				
283				
J. Take Care of Soldiers				
284	+		Y	Y
285				
286	+	*	*	
287	+	*	*	*
288				
289				
290		*	*	*
291		*	*	*
292	+			
293	+			
294		*	*	
295		*	*	*
296		*	*	*
297		*	*	
298				
299		*	*	
300	-	*	*	*
301		*	*	*
302	-	*	*	
303				
304	+			
305	+			
306	+			
307	+			
308	+			
309		*	*	*
310				
311			*	*
312				
313			*	
314	-	*	*	
315	-	*	*	*
316	-	*	*	*

Global Duty C: Resource
(Duty K)

TASK #		OTHER		
		20	21	24
		K. Manage Resources		
317	+	Y	Y	Y
318	+	Y	Y	Y
319	+	Y	Y	Y
320	+		Y	
321	+	Y	Y	Y
322	+	Y	Y	Y
323	+			
324				
325	+	Y	Y	Y
326				
327				
328				
329				
330				
331				
332				
333				
334	+			
335		*	*	
336	-	*	*	*
337	-	*	*	*
338	+	Y	Y	Y
339				
340				
341	-	*	*	*
342	-			*
343				
344				
345				
346				
347		*	*	
348	+	Y	Y	Y
349				
350	+	Y	Y	
351	+	Y	Y	Y
352	-	*		*
353	+	Y		
354	+		Y	
355				
356	+			

Global Duty D: Provide Direction
(Duties L-T)

TASK #		20	OTHER 21	24

	:	L. Perform/Supervise		
	:	Administrative Functions		
357	:			
358	:			
359	:			
360	:			
361	+ :			
362	:			
363	+ :			
364	:			
365	:			
366	- :	*	*	*
367	- :	*	*	*
368	:			
369	+ :	Y	Y	Y
370	+ :		Y	Y
371	+ :			Y
372	:		Y	
373	:			
374	:			
375	- :		*	*
376	+ :	Y	Y	Y
377	- :			
378	:			
379	:			Y
380	+ :	Y	Y	
381	:	*		*
382	:			

	:	M. Coordinate with Others		
	:	Outside the Unit		
383	+ :	Y	Y	Y
384	:	*		*
385	:			
386	:	Y		
387	+ :	Y	Y	
388	:			Y
389	:			Y
390	- :			Y
391	:			Y
392	+ :		Y	Y
393	+ :		Y	Y
394	+ :			
395	- :	*	*	*

(CONTINUED)

TASK #		OTHER		
		20	21	24
396	:	*	*	
397	- :			
398	- :			Y
399	- :	*	*	*
400	:		Y	Y
401	- :	*		*
402	:			Y

	:	N. Supervise Others		
403	+ :	Y		Y
404	:			
405	+ :	Y	Y	
406	:			
407	+ :			
408	+ :			
409	+ :			
410	:			*
411	+ :	Y		
412	+ :			
413	+ :			
414	- :			
415	:			
416	:	*		*
417	:			
418	+ :			
419	:			*
420	:			
421	- :	*	*	*
422	+ :		Y	

	:	O. Maintain 2-Way Information		
	:	Exchange with Subordinates		
423	+ :	Y	Y	Y
424	+ :	Y	Y	Y
425	+ :	Y	Y	Y
426	+ :	Y	Y	
427	+ :		Y	Y
428	+ :			
429	:	*		
430	+ :	Y		Y
431	- :		*	*
432	+ :			
433	+ :	Y	Y	
434	:		Y	
435	- :			*
436	:			
437	+ :			
438	- :		*	

(CONTINUED)

TASK #	:	20	OTHER 21	24
<hr/>				
439	:		*	*
440	- :	*	*	
441	+ :			Y
442	+ :			
443	:	*	*	*
<hr/>				
	:	P. Maintain 2-Way Information Exchange with Superiors		
444	+ :		Y	
445	:			
446	:			
447	:			
448	+ :			
449	+ :	Y	Y	Y
450	:		*	
451	:		*	*
452	+ :			Y
453	+ :			
454	:			
455	+ :			
456	:			
457	:			Y
458	+ :			
459	:			
460	+ :		Y	Y
<hr/>				
	:	Q. Monitor and Evaluate Performance		
461	+ :		Y	
462	:	*	*	*
463	:	*	*	*
464	:			
465	+ :	*		*
466	+ :	*	*	*
467	:	*	*	*
468	- :	*	*	*
469	:		*	*
470	+ :			
471	:			
472	- :	*	*	*
473	:		*	*
474	:			
475	:			*
476	:	*	*	*
477	:		*	*
478	- :	*	*	*
<hr/>				

(CONTINUED)

TASK #		OTHER		
		20	21	24
479	:	*	*	*
480	+ :			
481	:		*	*
482	:			
483	- :		*	*
484	+ :		Y	Y
485	+ :		*	
486	+ :			
487	:			
488	:			
489	:			
490	:			
491	+ :	Y		
492	+ :	Y		
493	+ :	Y		Y
494	+ :	Y	Y	
495	+ :	Y	Y	Y
496	+ :	Y	Y	Y
497	+ :		Y	Y
498	- :			

R. Conduct Counseling

499	+ :			
500	:			
501	:			
502	+ :			
503	+ :			
504	+ :			
505	:	*	*	*
506	:	*	*	*
507	:	*	*	
508	:			
509	:			
510	:			
511	:	*	*	*
512	:	*	*	
513	:	*	*	*
514	:	*		*
515	:	*	*	*
516	:	*	*	*
517	:			
518	:	*		
519	:	*		*
520	:	*		*
521	:	*		
522	:			

TASK #	OTHER			
	20	21	24	

	:	S. Establish Direction of		
	:	Your Unit/Element		
523	+ :		Y	
524	+ :			
525	+ :	Y	Y	Y
526	+ :		Y	Y
527	+ :		Y	Y
528	+ :		Y	Y
529	+ :			Y
530	+ :			Y
531	+ :		Y	Y
532	+ :			
533	+ :	Y	Y	Y
534	+ :		Y	Y
535	+ :			

	:	T. Provide Input for the Direction		
	:	of the Larger Organization		
536	:			
537	:			
538	:			
539	:			
540	:			
541	- :	*	*	*
542	+ :			
543	- :			
544	:			
545	:			
546	:			
547	:			
548	:			
549	:			
550	:			
551	:			
552	:			
553	- :	*	*	*
554	:		*	*
555	- :		*	*
556	:			
557	:			
558	:			
559	+ :	Y	Y	Y
560	:			Y

APPENDIX J
COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY TYPE OF ORGANIZATION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the mean "Part of Position" rating by type of organization is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (also based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- Y = Organization-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for type of organization).
- * = Organization-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for type of organization).

IMPORTANT: Tasks not marked with either a Y or * have a mean rating between 3.00 and 5.00.

TOE = Table of Organization and Equipment
(TOE organizations are structured on a wartime mission and are based on a 24-hour day)

TDA = Table of Distribution and Allowances
(TDA organizations are peacetime oriented and are based on a work day of 8 hours)

COMMISSIONED OFFICERS
 MEAN PART OF POSITION RATINGS BY TYPE OF ORGANIZATION
 (WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
 (Duties A-E)

TASK #		:	TOE	TDA

		:	A. Train Soldiers	
		:		
1	+	:	Y	Y
2		:		
3		:	Y	
4	+	:	Y	Y
5		:		
6		:		
7		:	Y	
8		:		
9		:	Y	
10		:		
11		:		
12		:		
13		:	Y	
14	+	:		Y
15		:		
16		:		
17	-	:	*	*
18		:		
19	+	:	Y	Y
20	+	:	Y	Y
21		:	*	

		:	B. Teach Soldiers	
		:		
22		:		
23		:		
24		:		
25	-	:		
26		:		
27		:		
28		:		
29		:		
30		:		
31	-	:	*	*
32	-	:	*	
33		:		
34		:		
35		:		
36		:		
37		:		
38		:	Y	
39	-	:		

TASK #		TOE	TDA

		C. Develop Leaders	
40			
41	+	Y	Y
42	+	Y	Y
43	+	Y	Y
44			
45			
46			
47			
48			
49			
50			
51	+	Y	Y
52	+	Y	Y
53			
54			
55			
56	+	Y	
57		Y	
58			
59	+	Y	
60			

		D. Plan and Conduct Training	
61	+		
62	+	Y	
63			
64	-		
65	-		
66			
67			
68			
69			
70			
71			
72		Y	
73	+	Y	
74			
75	-		*
76			
77			
78		Y	
79			
80	-		*
81	-	*	
82	-		

(CONTINUED)			

TASK #	:	TOE	TDA
83	- :	*	*
84	- :		*
85	:		
86	:		
87	:		
88	:		
89	:		
90	:		
91	+ :	Y	
92	+ :		
93	:		
94	:		
95	+ :	Y	
96	:		
97	- :	*	
98	- :		
99	- :		*
100	:		
101	:		
102	:		

	:	E. Train in the Field	
	:	to Enter Combat	
103	+ :	Y	*
104	- :		*
105	:	Y	
106	:	Y	*
107	:	Y	
108	:	Y	*
109	:		*
110	:		
111	+ :	Y	
112	:		*
113	+ :	Y	
114	+ :	Y	Y
115	+ :	Y	
116	:	Y	*
117	+ :	Y	
118	+ :	Y	
119	+ :	Y	*
120	+ :	Y	*
121	- :		*
122	:	Y	*
123	+ -:		*
124	- :		*
125	+ -:		*
126	+ :	Y	*

(CONTINUED)			

TASK #	:	TOE	TDA
127	+ :	Y	*
128	+ -:	Y	*
129	+ :	Y	*
130	- :		*
131	- :		*
132	- :		*
133	- :		*
134	+ :	Y	*
135	+ :	Y	*
136	+ -:		*
137	- :		*
138	:	Y	*
139	+ :	Y	*
140	:		*
141	- :		*
142	- :		*
143	:		*
144	- :		*
145	:	Y	*
146	:		

Global Duty B: Motivate
(Duties F-J)

TASK #	:	TOE	TDA

	:	F. Motivate Others	
	:	(The What)	
147	+ :	Y	Y
148	:		
149	+ :	Y	
150	+ :	Y	
151	:		
152	+ :	Y	Y
153	+ :	Y	Y
154	+ :	Y	
155	:		
156	+ :	Y	
157	+ :		
158	:		
159	+ :	Y	

	:	G. Motivate Others	
	:	(The How)	
160	+ :	Y	Y
161	+ :	Y	Y
162	:		
163	+ :	Y	
164	+ :	Y	
165	+ :	Y	Y
166	+ :	Y	Y
167	+ :		
168	+ :	Y	
169	:		
170	+ :	Y	Y
171	+ :	Y	
172	:		
173	+ :	Y	
174	:		
175	:		
176	+ :	Y	
177	:		
178	+ :	Y	
179	:		
180	+ :	Y	
181	+ :	Y	
182	+ :	Y	
183	+ :	Y	
184	:	Y	

(CONTINUED)			

TASK #	:	TOE	TDA
185	:		
186	+ :	Y	
187	+ :	Y	Y
188	+ :	Y	
189	+ :	Y	Y
190	+ :	Y	Y
191	:		
192	+ :	Y	
193	:		
194	:		
195	:		
196	+ :	Y	
197	:		
198	- :	*	*
199	:		
200	:		
201	:		

	:	H. Develop Unit Cohesion	
	:		
202	:		
203	+ :		
204	:		
205	- :		*
206	:		
207	- :		*
208	:	Y	
209	+ :	Y	
210	+ :	Y	
211	+ :	Y	
212	+ :	Y	
213	:		
214	:	Y	
215	:		
216	:		
217	+ :	Y	Y
218	:		
219	:		
220	+ :	Y	Y
221	:		
222	:		
223	+ :	Y	Y
224	+ :	Y	
225	:		
226	+ :	Y	Y

			(CONTINUED)

TASK #	:	TOE	TDA
227	+	Y	Y
228	+	Y	
229	+	Y	
230	+	Y	
231	:	Y	
232	:		
233	:		
234	+	Y	
235	:		
236	:		
237	:		
238	:		
239	:		
240	+	Y	
241	+	Y	Y
242	+	Y	
243	+	Y	Y
244	:		
245	:		
246	:		
247	:		
248	-		
249	:		
250	:		
251	:		
252	:		
253	:		
: I. Reward and Discipline			
: Subordinates			
254	+	Y	Y
255	+	Y	
256	:		
257	:	Y	
258	+	Y	
259	+	Y	Y
260	+	Y	Y
261	+		Y
262	+	Y	Y
263	:		
264	+	Y	
265	:		
266	+	Y	
267	:		
268	:		
269	+		
270	+		
271	:	Y	

(CONTINUED)

TASK #	:	TOE	TDA
272	+	Y	
273	:		
274	:		
275	:		
276	:		
277	-		
278	-		
279	+		
280	:		
281	:		
282	:		
283	:		

	:	J. Take Care of Soldiers	
284	+	Y	Y
285	:		
286	+	Y	
287	+	Y	
288	:		
289	:		
290	:		
291	:		
292	+	Y	Y
293	+	Y	
294	:		
295	:		
296	:		
297	:		
298	:		
299	:		
300	-	*	*
301	:		
302	-		*
303	:		
304	+	Y	
305	+	Y	
306	+	Y	
307	+	Y	Y
308	+	Y	
309	:		
310	:		
311	:		
312	:		
313	:		
314	-		
315	-		
316	-		

Global Duty C: Resource
(Duty K)

TASK #	:	TOE	TDA

	:	K. Manage Resources	
	:		
317	+ :	Y	Y
318	+ :	Y	Y
319	+ :	Y	Y
320	+ :	Y	Y
321	+ :	Y	Y
322	+ :	Y	Y
323	+ :	Y	
324	:		
325	+ :	Y	Y
326	:		
327	:		
328	:		
329	:		
330	:		
331	:		
332	:		
333	:		
334	+ :	Y	
335	:		
336	- :		*
337	- :		*
338	+ :	Y	Y
339	:		
340	:		
341	- :	*	*
342	- :		*
343	:		
344	:		
345	:		
346	:		
347	:		
348	+ :	Y	Y
349	:		
350	+ :	Y	Y
351	+ :	Y	Y
352	- :		*
353	+ :	Y	
354	+ :	Y	
355	:		
356	+ :	Y	

Global Duty D: Provide Direction
(Duties L-T)

TASK #		TOE	TDA
	:	L. Perform/Supervise Administrative Functions	
357	:		
358	:		
359	:		
360	:		
361	+ :	Y	
362	:		
363	+ :	Y	
364	:		
365	:		
366	- :	*	*
367	- :	*	*
368	:		
369	+ :	Y	Y
370	+ :	Y	Y
371	+ :		
372	:		
373	:		
374	:		
375	- :	*	
376	+ :		Y
377	- :		
378	:		
379	:		
380	+ :	Y	Y
381	:		
382	:		
	:	M. Coordinate with Others Outside the Unit	
383	+ :	Y	Y
384	:		
385	:		
386	:		
387	+ :		
388	:		
389	:		
390	- :		
391	:		
392	+ :		
393	+ :		
394	+ :	Y	
395	- :	*	*

(CONTINUED)

TASK #	:	TOE	TDA
396	:		
397	- :		
398	- :		
399	- :	*	*
400	:		
401	- :	*	
402	:		

	:	N. Supervise Others	
403	+ :	Y	Y
404	:		
405	+ :		Y
406	:		
407	+ :	Y	Y
408	+ :	Y	Y
409	+ :	Y	
410	:		
411	+ :	Y	Y
412	+ :	Y	
413	+ :		
414	- :	*	
415	:		
416	:		
417	:		
418	+ :	Y	
419	:		
420	:		
421	- :		
422	+ :	*	

	:	O. Maintain 2-Way Information Exchange with Subordinates	
423	+ :	Y	Y
424	+ :	Y	Y
425	+ :	Y	Y
426	+ :	Y	Y
427	+ :	Y	Y
428	+ :	Y	Y
429	:		
430	+ :	Y	Y
431	- :		
432	+ :	Y	
433	+ :	Y	Y
434	:		
435	- :		*
436	:		
437	+ :	Y	
438	- :		

(CONTINUED)

TASK #	:	TOE	TDA
439	:		
440	- :		
441	+ :	Y	
442	+ :		
443	:		

	:	:P. Maintain 2-Way Information	
	:	: Exchange with Superiors	
444	+ :	Y	Y
445	:		
446	:		
447	:		
448	+ :	Y	
449	+ :	Y	Y
450	:		
451	:		
452	+ :	Y	Y
453	+ :	Y	
454	:		
455	+ :		
456	:		
457	:		
458	+ :		
459	:		
460	+ :		

	:	: Q. Monitor and Evaluate	
	:	: Performance	
461	+ :	Y	Y
462	:		
463	:		
464	:		
465	+ :	Y	
466	+ :	Y	
467	:		
468	- :		*
469	:		
470	+ :	Y	
471	:		
472	- :		*
473	:		
474	:		
475	:		
476	:		
477	:		
478	- :		

(CONTINUED)

TASK #	:	TOE	TDA

479	:		
480	+ :	Y	
481	:		
482	:		
483	- :		
484	+ :	Y	Y
485	+ :	Y	
486	+ :	Y	
487	:		
488	:		
489	:		
490	:	Y	
491	+ :	Y	Y
492	+ :	Y	Y
493	+ :	Y	Y
494	+ :		Y
495	+ :	Y	Y
496	+ :	Y	Y
497	+ :	Y	Y
498	- :		

	:	R. Conduct Counseling	
	:		
499	+ :	Y	
500	:		
501	:		
502	+ :		
503	+ :		
504	+ :	Y	Y
505	:		
506	:		
507	:		
508	:		
509	:		
510	:		
511	:		
512	:		
513	:		
514	:		
515	:		
516	:		
517	:		
518	:		
519	:		
520	:		
521	:		
522	:		

TASK #		TOE	TDA

	:	S. Establish Direction of	
	:	Your Unit/Element	
523	+ :	Y	Y
524	+ :	Y	
525	+ :	Y	Y
526	+ :	Y	Y
527	+ :	Y	Y
528	+ :	Y	Y
529	+ :	Y	Y
530	+ :	Y	Y
531	+ :	Y	Y
532	+ :	Y	
533	+ :	Y	Y
534	+ :	Y	Y
535	+ :	Y	Y

	:	T. Provide Input for the Direction	
	:	of the Larger Organization	
536	:		
537	:		
538	:		
539	:		
540	:		
541	- :	*	*
542	+ :		
543	- :		
544	:		
545	:		
546	:		
547	:		
548	:		
549	:		
550	:		
551	:		
552	:		
553	- :		*
554	:		
555	- :		
556	:		
557	:		
558	:		
559	+ :	Y	Y
560	:		

APPENDIX K
COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY POSITION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the mean "Part of Position" rating by position is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (also based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- Y = Position-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for position).
- * = Position-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for position).

IMPORTANT: Tasks not marked with either a Y or * have a mean rating between 3.00 and 5.00.

Positions

PLT = Platoon Leader
CO = Company Commander
BNC = Battalion Commander
BRG = Brigade Commander

COMMISSIONED OFFICERS
MEAN PART OF POSITION RATINGS BY POSITION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		PLT	POSITION		
			CO	BNC	BRG

		A. Train Soldiers			
1	+	Y	Y	Y	Y
2		Y	Y	Y	
3		Y	Y	Y	Y
4	+	Y	Y	Y	Y
5					
6					
7		Y	Y	Y	
8					
9		Y	Y	Y	
10					
11					
12		Y	Y		
13			Y	Y	
14	+		Y	Y	Y
15					
16					
17	-	*	*	*	*
18					
19	+		Y	Y	Y
20	+	Y	Y		Y
21		*		*	

		B. Teach Soldiers			
22					
23					
24			Y	Y	Y
25	-				
26					
27					
28					
29		Y			
30					
31	-	*	*	*	*
32	-	*	*	*	*
33					
34					
35					
36				Y	
37					
38			Y	Y	Y
39	-				

TASK #		PLT	POSITION			BRG
			CO	BNC		

			C. Develop Leaders			
40			Y	Y		Y
41	+	Y	Y	Y		Y
42	+	Y	Y	Y		Y
43	+	Y	Y	Y		Y
44			Y	Y		
45						
46				Y		
47						
48				Y		
49				Y		
50				Y		
51	+	Y	Y	Y		Y
52	+	Y	Y	Y		Y
53			Y	Y		
54				Y		Y
55			Y	Y		Y
56	+	Y	Y	Y		Y
57		Y	Y			
58						
59	+	Y	Y	Y		Y
60						

			D. Plan and Conduct Training			
61	+	Y	Y	Y		
62	+	Y	Y	Y		
63			Y			
64	-			*		*
65	-			*		*
66			Y			
67		Y	Y			
68			Y	Y		
69						
70		*				
71			Y	Y		
72			Y	Y		Y
73	+		Y	Y		Y
74			Y	Y		
75	-	*				*
76						
77			Y			
78		Y	Y	Y		
79						
80	-	Y				
81	-	*	*	*		*
82	-	*				

						(CONTINUED)

TASK #		:	POSITION			
			PLT	CO	BNC	BRG
<hr/>						
83	-	:	*	*	*	*
84	-	:	*			*
85		:				
86		:		Y		
87		:		Y	Y	Y
88		:		Y	Y	Y
89		:				*
90		:	*			
91	+	:	Y	Y	Y	Y
92	+	:				
93		:				
94		:	Y	Y	Y	Y
95	+	:		Y	Y	Y
96		:	*			
97	-	:	*		*	
98	-	:	*			
99	-	:				
100		:				
101		:				
102		:				
<hr/>						
		:	E. Train in the Field			
		:	to Enter Combat			
103	+	:	Y	Y	Y	
104	-	:			Y	
105		:	Y	Y	Y	Y
106		:	Y	Y	Y	
107		:	Y	Y	Y	Y
108		:			Y	
109		:	Y		Y	
110		:	Y	Y	Y	
111	+	:	Y	Y	Y	Y
112		:				
113	+	:	Y	Y	Y	Y
114	+	:	Y	Y	Y	Y
115	+	:	Y	Y	Y	Y
116		:	Y		Y	
117	+	:	Y	Y	Y	
118	+	:	Y	Y	Y	Y
119	+	:	Y	Y	Y	
120	+	:	Y	Y	Y	
121	-	:	Y			
122		:	Y	Y	Y	
123	+	-:	Y			
124	-	:				*
125	+	-:	Y			
126	+	:				
<hr/>						

(CONTINUED)

(CONTINUED)

TASK #			POSITION			BRG
			PLT	CO	BNC	
127	+	:	Y	Y		
128	+	-:	Y	Y		
129	+	:	Y	Y	Y	
130	-	:				*
131	-	:	Y			
132	-	:	Y			
133	-	:				*
134	+	:	Y	Y	Y	Y
135	+	:	Y	Y	Y	
136	+	-:	Y			
137	-	:				*
138		:	Y	Y	Y	
139	+	:	Y	Y	Y	
140		:	Y	Y	Y	
141	-	:				
142	-	:	Y			
143		:	Y		Y	
144	-	:				*
145		:	Y		Y	
146		:	Y			

Global Duty B: Motivate
(Duties F-J)

TASK #		PLT	POSITION		BNC	BRG
			CO			

			F. Motivate Others			
			(The What)			
147	+ :	Y	Y		Y	Y
148	:					
149	+ :	Y	Y		Y	Y
150	+ :	Y	Y		Y	
151	:	Y			Y	
152	+ :	Y	Y		Y	Y
153	+ :	Y	Y		Y	Y
154	+ :	Y	Y		Y	Y
155	:				Y	
156	+ :	Y	Y		Y	
157	+ :	Y	Y		Y	
158	:		Y		Y	Y
159	+ :	Y	Y		Y	

			G. Motivate Others			
			(The How)			
160	+ :	Y	Y		Y	Y
161	+ :	Y	Y		Y	Y
162	:	Y	Y			
163	+ :	Y	Y		Y	
164	+ :	Y	Y		Y	Y
165	+ :	Y	Y		Y	Y
166	+ :	Y	Y		Y	Y
167	+ :	Y	Y		Y	Y
168	+ :	Y	Y		Y	Y
169	:	Y	Y		Y	Y
170	+ :	Y	Y		Y	Y
171	+ :	Y	Y		Y	Y
172	:				Y	
173	+ :	Y	Y		Y	Y
174	:					
175	:				Y	
176	+ :		Y		Y	Y
177	:					
178	+ :	Y	Y		Y	Y
179	:	Y				
180	+ :	Y	Y			Y
181	+ :	Y	Y		Y	Y
182	+ :	Y	Y		Y	Y
183	+ :	Y	Y		Y	Y
184	:		Y		Y	

(CONTINUED)

(CONTINUED)

TASK #		:	POSITION			
			PLT	CO	BNC	BRG
<hr/>						
185		:	Y			
186	+	:	Y	Y	Y	Y
187	+	:	Y	Y	Y	Y
188	+	:	Y	Y	Y	Y
189	+	:	Y	Y	Y	Y
190	+	:		Y	Y	Y
191		:	Y	Y	Y	
192	+	:	Y	Y	Y	
193		:				
194		:				
195		:				
196	+	:	Y	Y	Y	Y
197		:			Y	Y
198	-	:	*	*		*
199		:	*	*		
200		:				
201		:		Y		
<hr/>						
		:	H. Develop Unit Cohesion			
		:				
202		:				
203	+	:		Y	Y	Y
204		:			Y	
205	-	:				
206		:				
207	-	:				*
208		:	Y	Y	Y	Y
209	+	:	Y	Y	Y	Y
210	+	:		Y	Y	Y
211	+	:	Y	Y	Y	
212	+	:		Y	Y	Y
213		:	Y			
214		:	Y	Y	Y	Y
215		:				
216		:				
217	+	:	Y	Y	Y	Y
218		:				
219		:				
220	+	:	Y	Y	Y	Y
221		:	Y			
222		:				
223	+	:	Y	Y	Y	Y
224	+	:		Y	Y	Y
225		:				
226	+	:	Y	Y	Y	Y
						(CONTINUED)

TASK #		:	POSITION			
			PLT	CO	BNC	BRG
<hr/>						
227	+	:	Y	Y	Y	Y
228	+	:	Y	Y	Y	Y
229	+	:	Y	Y	Y	Y
230	+	:	Y	Y	Y	Y
231		:	Y	Y	Y	Y
232		:				
233		:		Y	Y	Y
234	+	:	Y	Y	Y	Y
235		:			Y	
236		:			Y	
237		:				
238		:			Y	Y
239		:		Y	Y	Y
240	+	:	Y	Y	Y	
241	+	:	Y	Y	Y	Y
242	+	:	Y	Y	Y	Y
243	+	:	Y	Y	Y	Y
244		:				
245		:				
246		:			Y	
247		:				
248	-	:	*	*		
249		:				
250		:			Y	Y
251		:			Y	
252		:			Y	
253		:			Y	
<hr/>						
		:	I. Reward and Discipline			
		:	Subordinates			
254	+	:	Y	Y	Y	Y
255	+	:	Y	Y	Y	Y
256		:				
257		:	Y	Y	Y	Y
258	+	:		Y	Y	Y
259	+	:	Y	Y	Y	Y
260	+	:	Y	Y	Y	Y
261	+	:			Y	Y
262	+	:	Y	Y	Y	Y
263		:	Y			
264	+	:	Y	Y	Y	
265		:				
266	+	:	Y	Y	Y	Y
267		:				
268		:				
269	+	:	Y	Y	Y	
270	+	:	Y	Y	Y	
271		:		Y	Y	Y
<hr/>						
(CONTINUED)						

(CONTINUED)

TASK #		:	POSITION			
			PLT	CO	BNC	BRG
272	+	:	Y	Y	Y	Y
273		:	Y	Y		
274		:		Y	Y	
275		:		Y	Y	
276		:		Y	Y	
277	-	:	*		Y	
278	-	:	*			
279	+	:	Y	Y	Y	
280		:				
281		:				
282		:	*			
283		:				

		:	J. Take Care of Soldiers			
284	+	:	Y	Y	Y	Y
285		:		Y	Y	
286	+	:	Y	Y	Y	
287	+	:	Y	Y	Y	
288		:			Y	
289		:			Y	
290		:				
291		:			Y	
292	+	:	Y	Y	Y	Y
293	+	:	Y	Y	Y	
294		:				
295		:				
296		:			Y	
297		:				
298		:		Y	Y	
299		:				*
300	-	:		*	*	*
301		:				
302	-	:			*	*
303		:				*
304	+	:	Y	Y	Y	
305	+	:	Y	Y	Y	
306	+	:	Y	Y	Y	
307	+	:	Y	Y	Y	Y
308	+	:	Y	Y	Y	Y
309		:			Y	
310		:				Y
311		:				
312		:				
313		:				
314	-	:				
315	-	:				*
316	-	:				

Global Duty C: Resource
(Duty K)

TASK #		PLT	POSITION			BRG
			CO	BNC		

			K. Manage Resources			
317	+	Y	Y	Y		Y
318	+	Y	Y	Y		Y
319	+	Y	Y	Y		Y
320	+	Y	Y	Y		Y
321	+	Y	Y	Y		Y
322	+	Y	Y	Y		Y
323	+	Y	Y	Y		Y
324	:					
325	+	Y	Y	Y		Y
326	:					
327	:					
328	:					
329	:					
330	:					
331	:	*				
332	:					
333	:					
334	+	*	Y	Y		
335	:					
336	-					*
337	-					
338	+	Y	Y	Y		Y
339	:					
340	:					
341	-			*		*
342	-	*				*
343	:	*				
344	:	*				
345	:	*				
346	:					
347	:					
348	+	Y	Y	Y		Y
349	:		*	*		
350	+	Y	Y	Y		Y
351	+	Y	Y	Y		Y
352	-					*
353	+					
354	+	Y	Y	Y		Y
355	:		Y			
356	+	Y	Y	Y		

Global Duty D: Provide Direction
(Duties L-T)

TASK #	PLT	CO	BNC	BRG
L. Perform/Supervise Administrative Functions				
357				
358	*			
359				
360	Y			
361 +	Y	Y	Y	
362				
363 +	Y	Y		
364		Y	Y	
365				
366 -	*			*
367 -	*	*		
368				
369 +	Y	Y		
370 +		Y		
371 +				
372				*
373				
374	*			
375 -	*	*	*	*
376 +				
377 -	*		*	*
378	*		*	*
379				
380 +		Y	Y	Y
381				
382	*			
M. Coordinate with Others Outside the Unit				
383 +			Y	Y
384				
385				
386				
387 +				Y
388				
389				
390 -	*			
391		Y		Y
392 +				Y
393 +				Y
394 +	Y	Y	Y	Y
395 -	*	*		*

(CONTINUED)

TASK #		:	PLT	POSITION		BRG
				CO	BNC	
396		:	*			
397	-	:	*		*	*
398	-	:	*			
399	-	:	*		*	
400		:	*			
401	-	:	*	*	*	
402		:				Y

		:	N. Supervise Others			
403	+	:	Y	Y	Y	Y
404		:				
405	+	:	*			Y
406		:	*			
407	+	:	Y	Y	Y	Y
408	+	:		Y	Y	Y
409	+	:	Y	Y	Y	
410		:				
411	+	:	Y	Y	Y	Y
412	+	:	Y	Y		
413	+	:	Y	Y		
414	-	:		*		
415		:				
416		:				
417		:	*			
418	+	:	Y	Y	Y	Y
419		:	Y			
420		:				
421	-	:	*			
422	+	:	*			Y

		:	O. Maintain 2-Way Information Exchange with Subordinates			
423	+	:	Y	Y	Y	Y
424	+	:	Y	Y	Y	Y
425	+	:	Y	Y	Y	Y
426	+	:	Y	Y	Y	Y
427	+	:	Y	Y	Y	Y
428	+	:		Y	Y	Y
429		:				
430	+	:	Y	Y	Y	Y
431	-	:			*	*
432	+	:	Y	Y	Y	Y
433	+	:	Y	Y	Y	Y
434		:				Y
435	-	:				*
436		:				
437	+	:	Y	Y	Y	Y
438	-	:	Y			*
(CONTINUED)						

(CONTINUED)

TASK #		PLT	POSITION			BRG
			CO	BNC		
439	:					
440	- :					*
441	+ :			Y		Y
442	+ :	Y				
443	:					

	:		P. Maintain 2-Way Information			
	:		Exchange with Superiors			
444	+ :	Y	Y	Y		Y
445	:					
446	:					
447	:					
448	+ :	Y				
449	+ :	Y	Y			
450	:	*	*			*
451	:					
452	+ :	Y				Y
453	+ :	Y	Y	Y		
454	:					
455	+ :					Y
456	:					
457	:	*				
458	+ :	Y	Y	Y		Y
459	:					
460	+ :	Y				

	:		Q. Monitor and Evaluate			
	:		Performance			
461	+ :	Y	Y	Y		Y
462	:					
463	:	Y				
464	:	Y	Y	Y		
465	+ :	Y	Y	Y		Y
466	+ :	Y	Y	Y		
467	:			Y		
468	- :			*		*
469	:					
470	+ :	Y	Y	Y		
471	:					
472	- :			*		*
473	:					
474	:					Y
475	:					
476	:					
477	:	Y		Y		
478	- :					

						(CONTINUED)

TASK #		PLT	POSITION			BRG
			CO	BNC		
479	:			Y		Y
480	+ :	Y	Y	Y		Y
481	:					
482	:	Y		Y		
483	- :					
484	+ :	Y	Y	Y		Y
485	+ :	Y	Y	Y		Y
486	+ :	Y	Y	Y		
487	:					
488	:	Y	Y			Y
489	:					
490	:	Y	Y	Y		Y
491	+ :	Y	Y	Y		Y
492	+ :	Y	Y	Y		Y
493	+ :		Y	Y		Y
494	+ :	*				
495	+ :	Y	Y	Y		Y
496	+ :	Y	Y	Y		Y
497	+ :		Y	Y		Y
498	- :	*				

	:		R. Conduct Counseling			
499	+ :	Y	Y	Y		
500	:			Y		
501	:	*				
502	+ :	Y	Y			
503	+ :	Y	Y			
504	+ :	Y	Y	Y		Y
505	:					
506	:					
507	:					
508	:	Y	Y	Y		
509	:	Y	Y	Y		
510	:					
511	:					
512	:					
513	:					
514	:					
515	:					
516	:					
517	:		Y	Y		
518	:					
519	:					
520	:					
521	:					
522	:					

TASK #		PLT	CO	BNC	BRG

S. Establish Direction of Your Unit/Element					
523	+ :	Y	Y	Y	Y
524	+ :	Y	Y	Y	Y
525	+ :	Y	Y	Y	Y
526	+ :	Y	Y	Y	Y
527	+ :	Y	Y	Y	Y
528	+ :	Y	Y	Y	Y
529	+ :	Y	Y	Y	Y
530	+ :	Y	Y	Y	Y
531	+ :	Y	Y	Y	Y
532	+ :	Y	Y	Y	Y
533	+ :	Y	Y	Y	Y
534	+ :	Y	Y	Y	Y
535	+ :	Y	Y	Y	Y

T. Provide Input for the Direction of the Larger Organization					
536	:				
537	:				
538	:		Y	Y	Y
539	:			Y	Y
540	:	*		Y	Y
541	- :	*	*	*	*
542	+ :			Y	Y
543	- :	*		*	
544	:	*		Y	Y
545	:	*			
546	:			Y	Y
547	:	*			
548	:	*			Y
549	:	*			
550	:				
551	:				
552	:	*			Y
553	- :	*			
554	:	*			
555	- :				
556	:	*			
557	:	*			
558	:			Y	Y
559	+ :			Y	Y
560	:	*		*	

APPENDIX L
COMMISSIONED OFFICERS
PERCENT PERFORMING BY RANK
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by rank is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the commissioned officers.

COMMISSIONED OFFICERS
PERCENT PERFORMING BY RANK
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL

	:	A. Train Soldiers				
	:					
1	+	X	X	X	X	X
2	:	X				
3	:	X	X			X
4	+	X				
5	:			*	*	*
6	:					*
7	:	X				
8	:		*	*	*	*
9	:					
10	:		*	*	*	*
11	:			*	*	*
12	:			*	*	*
13	:	X				
14	+	X				
15	:					
16	:			*		
17	-	*	*	*	*	*
18	:					
19	+	X				
20	+	X				
21	:			*	*	

	:	B. Teach Soldiers				
	:					
22	:					
23	:					
24	:	X				
25	-		*	*	*	*
26	:					
27	:					
28	:					
29	:			*	*	*
30	:			*	*	*
31	-	*	*	*	*	*
32	-	*	*	*	*	*
33	:			*		
34	:			*		
35	:		*	*	*	*
36	:	*		*		*
37	:					
38	:					X
39	-		*	*	*	*

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
C. Develop Leaders						
40	:					
41	+ :	X			X	X
42	+ :	X			X	X
43	+ :	X			X	X
44	:					
45	:					X
46	:					
47	:		*	*	*	*
48	:					
49	:					
50	:		*	*	*	*
51	+ :	X				X
52	+ :	X				X
53	:			*		
54	:			*		
55	:			*		
56	+ :					
57	:	X				
58	:					X
59	+ :					
60	:	X				X
D. Plan and Conduct Training						
61	+ :			*		*
62	+ :			*	*	*
63	:					
64	- :			*	*	*
65	- :			*	*	*
66	:			*	*	*
67	:			*	*	*
68	:		*	*	*	*
69	:	*	*	*	*	*
70	:	*	*	*	*	*
71	:			*		*
72	:					
73	+ :					
74	:			*		*
75	- :	*	*	*	*	*
76	:		*	*	*	*
77	:		*	*	*	*
78	:		*	*	*	*
79	:		*	*	*	*
80	- :	*	*	*	*	*
81	- :	*	*	*	*	*
82	- :	*	*	*	*	*
(CONTINUED)						

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
83	- :	*	*	*	*	*
84	- :	*	*	*	*	*
85	:			*	*	*
86	:		*	*	*	*
87	:		*	*	*	*
88	:			*	*	*
89	:				*	*
90	:	*		*	*	*
91	+ :					
92	+ :					
93	:			*	*	*
94	:					
95	+ :					
96	:	*	*			
97	- :	*	*	*	*	*
98	- :	*	*	*	*	*
99	- :	*	*	*	*	*
100	:		*	*	*	*
101	:	*	*	*	*	*
102	:	*	*	*	*	*

	:	E. Train in the Field to Enter Combat				
103	+ :		*	*	*	*
104	- :	*	*	*	*	*
105	:		*	*	*	*
106	:		*	*	*	*
107	:		*	*	*	*
108	:		*	*	*	*
109	:	*	*	*	*	*
110	:		*	*	*	*
111	+ :		*	*	*	*
112	:	*	*	*	*	*
113	+ :		*	*	*	*
114	+ :		*	*	*	*
115	+ :	*	*	*	*	*
116	:	*	*	*	*	*
117	+ :		*	*	*	*
118	+ :		*	*	*	*
119	+ :		*	*	*	*
120	+ :		*	*	*	*
121	- :	*	*	*	*	*
122	:	*	*	*	*	*
123	+ -:	*	*	*	*	*
124	- :	*	*	*	*	*
125	+ -:	*	*	*	*	*
126	+ :	*	*	*	*	*

(CONTINUED)

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
127	+ :		*	*	*	*
128	+ - :		*	*	*	*
129	+ :		*	*	*	*
130	- :	*	*	*	*	*
131	- :	*	*	*	*	*
132	- :		*	*	*	*
133	- :	*	*	*	*	*
134	+ :		*	*	*	*
135	+ :	*	*	*	*	*
136	+ - :		*	*	*	*
137	- :	*	*	*	*	*
138	:		*	*	*	*
139	+ :		*	*	*	*
140	:	*	*	*	*	*
141	- :	*	*	*	*	*
142	- :		*	*	*	*
143	:		*	*	*	*
144	- :	*	*	*	*	*
145	:	*	*	*	*	*
146	:	*	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL

	:			F. Motivate Others		
	:			(The What)		
147	+	X	X	X	X	X
148	:					X
149	+		*	*	*	*
150	+		*	*	*	*
151	:	*	*	*	*	*
152	+					X
153	+	X				
154	+			*	*	*
155	:	*	*	*	*	*
156	+		*	*	*	*
157	+					
158	:			*		*
159	+		*	*	*	*

	:			G. Motivate Others		
	:			(The How)		
160	+	X	X	X	X	X
161	+	X	X	X	X	X
162	:		*	*	*	*
163	+	*	*	*	*	*
164	+			*		
165	+					
166	+			*		
167	+		*	*	*	*
168	+	X				
169	:	X				
170	+	X				X
171	+			*		
172	:		*	*	*	*
173	+					
174	:			*	*	*
175	:		*	*	*	*
176	+		*	*	*	*
177	:	X				
178	+	X				X
179	:					
180	+	X				
181	+		*	*	*	*
182	+		*	*	*	*
183	+			*	*	*
184	:	*	*	*	*	*

(CONTINUED)						

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
185	:		*	*	*	*
186	+ :			*		
187	+ :			*		
188	+ :			*		
189	+ :	X				X
190	+ :					X
191	:	X				
192	+ :					
193	:		*	*	*	*
194	:			*	*	*
195	:	X				
196	+ :			*	*	*
197	:		*	*	*	
198	- :	*	*	*	*	*
199	:	*	*	*	*	*
200	:					
201	:			*	*	*

	:	H. Develop Unit Cohesion				
202	:		*	*	*	*
203	+ :					
204	:					
205	- :		*	*	*	*
206	:	*	*	*	*	*
207	- :	*	*	*	*	*
208	:		*	*	*	*
209	+ :					
210	+ :			*		
211	+ :			*		
212	+ :		*	*		
213	:		*	*	*	*
214	:			*		
215	:		*	*	*	*
216	:		*	*	*	*
217	+ :					
218	:			*		
219	:			*		
220	+ :	X				
221	:			*	*	*
222	:			*		
223	+ :					
224	+ :	*	*	*	*	*
225	:	*	*	*	*	*
226	+ :			*		

(CONTINUED)						

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
<hr/>						
227	+	:		*		
228	+	:		*		
229	+	:				
230	+	:				X
231		:		*		
232		:		*		
233		:		*		
234	+	:		*		
235		:	*	*		
236		:	*	*	*	*
237		:	*	*	*	*
238		:	*	*	*	
239		:	*	*	*	
240	+	:		*		
241	+	:				
242	+	:		*		
243	+	:				
244		:		*		
245		:	*	*	*	*
246		:	*	*	*	*
247		:	*	*	*	*
248	-	:	*	*	*	*
249		:				
250		:		*		
251		:	*	*		
252		:	*	*	*	
253		:	*	*	*	*
<hr/>						
I. Reward and Discipline						
Subordinates						
254	+	:	X		X	X
255	+	:				
256		:		*		
257		:		*		
258	+	:				X
259	+	:				X
260	+	:	X			X
261	+	:	*	*		X
262	+	:	*	*	*	
263		:		*	*	*
264	+	:				
265		:				
266	+	:				
267		:	*	*	*	*
268		:	*	*	*	*
269	+	:				
270	+	:				
271		:	*	*	*	
<hr/>						
(CONTINUED)						
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TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
<hr/>						
272	+	:		*		
273		:		*		
274		:	*	*	*	*
275		:	*	*	*	*
276		:	*	*	*	*
277	-	:	*	*	*	*
278	-	:	*	*	*	*
279	+	:	X			
280		:	*	*	*	
281		:	*	*	*	*
282		:	*	*	*	
283		:	*	*		
<hr/>						
J. Take Care of Soldiers						
284	+	:	X			X
285		:		*	*	*
286	+	:		*	*	*
287	+	:	*	*	*	*
288		:		*	*	*
289		:		*	*	*
290		:	*	*	*	*
291		:	*	*	*	*
292	+	:	X			X
293	+	:	X			
294		:		*	*	*
295		:	*	*	*	*
296		:	*	*	*	*
297		:	*	*	*	*
298		:	*	*	*	*
299		:	*	*	*	*
300	-	:	*	*	*	*
301		:	*	*	*	*
302	-	:	*	*	*	*
303		:				*
304	+	:				*
305	+	:		*	*	*
306	+	:				
307	+	:				
308	+	:		*	*	*
309		:	*	*	*	*
310		:	*	*	*	*
311		:	*	*	*	*
312		:	*	*	*	*
313		:				
314	-	:	*	*	*	*
315	-	:	*	*	*	*
316	-	:	*	*	*	*

Global Duty C: Resource
(Duty K)

TASK #		LTS	CPT	RANK MAJ	LTC	COL
K. Manage Resources						
317	+	X	X	X	X	X
318	+	X	X	X	X	X
319	+	X	X	X	X	X
320	+	X	X	X	X	X
321	+	X	X	X	X	X
322	+	X	X	X	X	X
323	+				X	X
324	:			*		*
325	+	X	X	X	X	X
326	:	*	*	*	*	
327	:	*	*	*	*	*
328	:	*	*	*	*	*
329	:	*	*	*	*	
330	:	*	*	*	*	
331	:	*	*	*		
332	:	*	*	*		
333	:	*	*	*	*	*
334	+	*	*	*		
335	:	*	*	*	*	*
336	-	*	*	*	*	*
337	-	*	*	*	*	*
338	+	X	X	X	X	X
339	:	*	*	*	*	*
340	:	*	*	*	*	*
341	-	*	*	*	*	*
342	-	*	*	*	*	*
343	:	*	*	*		
344	:	*	*			
345	:	*	*	*	*	*
346	:	*	*	*	*	*
347	:	*	*	*	*	*
348	+					
349	:	*	*	*	*	*
350	+					
351	+					
352	-	*	*	*	*	*
353	+	*	*	*	*	*
354	+					
355	:					
356	+		*	*		

Global Duty D: Provide Direction
(Duties L-T)

TASK #		LTS	CPT	RANK MAJ	LTC	COL

	:	L. Perform/Supervise				
	:	Administrative Functions				
357	:					
358	:	*				
359	:					
360	:					
361	+ :	X				
362	:	*	*	*	*	*
363	+ :	X				
364	:	*	*	*		
365	:	*	*	*	*	*
366	- :	*	*	*	*	*
367	- :	*	*	*	*	*
368	:			*	*	*
369	+ :	X	X	X	X	X
370	+ :					
371	+ :					
372	:	*				*
373	:					
374	:	*				
375	- :	*	*	*	*	*
376	+ :	*		X	X	
377	- :	*	*	*	*	*
378	:	*	*	*	*	*
379	:	*				
380	+ :	*	*			
381	:	*	*	*	*	*
382	:	*	*	*		

	:	M. Coordinate with Others				
	:	Outside the Unit				
383	+ :					
384	:	*	*	*	*	*
385	:	*	*	*	*	*
386	:	*	*	*	*	*
387	+ :					
388	:	*				
389	:	*	*	*		
390	- :	*	*	*	*	*
391	:	*	*	*	*	
392	+ :	*				
393	+ :	*				
394	+ :		*	*	*	*
395	- :	*	*	*	*	*

(CONTINUED)						

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
<hr/>						
396	:	*	*	*	*	*
397	- :	*	*	*	*	*
398	- :	*	*	*	*	*
399	- :	*	*	*	*	*
400	:	*	*			
401	- :	*	*	*	*	*
402	:	*	*	*		
<hr/>						
	:	N. Supervise Others				
	:					
403	+ :	X			X	X
404	:	*	*	*	*	*
405	+ :	*	*			X
406	:	*	*	*	*	*
407	+ :	X				X
408	+ :					
409	+ :		*	*	*	*
410	:	*	*	*	*	*
411	+ :	X				
412	+ :	X				
413	+ :	X				
414	- :	*	*	*	*	
415	:					
416	:	*	*	*	*	*
417	:	*	*	*	*	
418	+ :		*	*		
419	:			*	*	*
420	:					
421	- :	*	*	*	*	*
422	+ :	*	*	*	*	
<hr/>						
	:	O. Maintain 2-Way Information				
	:	Exchange with Subordinates				
423	+ :	X		X	X	X
424	+ :	X	X	X	X	X
425	+ :	X			X	X
426	+ :	X			X	X
427	+ :	X			X	X
428	+ :					X
429	:	*	*	*	*	*
430	+ :					X
431	- :					
432	+ :	X			X	X
433	+ :	X				
434	:				X	X
435	- :	*	*	*	*	*
436	:					
437	+ :					
438	- :		*	*	*	*
<hr/>						
(CONTINUED)						
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TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
<hr/>						
439	:	*	*	*	*	*
440	- :		*	*	*	*
441	+ :	*	*	*	*	*
442	+ :	X				
443	:	*	*	*	*	*
<hr/>						
	:	P. Maintain 2-Way Information				
	:	Exchange with Superiors				
444	+ :	X	X	X	X	X
445	:	X		X	X	
446	:					
447	:					
448	+ :	*	*	*	*	*
449	+ :	X	X	X	X	X
450	:	*	*	*	*	*
451	:	*	*	*	*	*
452	+ :					
453	+ :					
454	:					
455	+ :					
456	:					
457	:	*	*	*	*	*
458	+ :			*	*	
459	:					
460	+ :					
<hr/>						
	:	Q. Monitor and Evaluate				
	:	Performance				
461	+ :					
462	:	*	*	*	*	*
463	:		*	*	*	*
464	:					
465	+ :		*	*	*	*
466	+ :		*	*	*	*
467	:	*	*	*	*	*
468	- :	*	*	*	*	*
469	:					
470	+ :	X				
471	:					
472	- :	*	*	*	*	*
473	:		*	*	*	*
474	:		*	*	*	*
475	:		*	*	*	*
476	:		*	*	*	*
477	:		*	*	*	*
478	- :	*	*	*	*	*
<hr/>						
(CONTINUED)						
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TASK #	:	LTS	CPT	RANK MAJ	LTC	COL
479	:	*	*	*	*	*
480	+ :		*	*		
481	:	*	*	*	*	*
482	:		*	*		*
483	- :	*	*	*	*	*
484	+ :					
485	+ :		*	*	*	*
486	+ :					
487	:		*	*	*	*
488	:					
489	:		*	*	*	*
490	:			*		
491	+ :					
492	+ :	X				
493	+ :	*			X	X
494	+ :	*	*			X
495	+ :	*	*	*		X
496	+ :		*	*		X
497	+ :	*	*	*		X
498	- :	*	*	*	*	*
R. Conduct Counseling						
499	+ :	X				
500	:					
501	:	*	*			X
502	+ :					
503	+ :	X				
504	+ :	X				X
505	:			*		
506	:		*	*	*	*
507	:			*		
508	:			*		
509	:	X				
510	:	*	*	*	*	*
511	:	*	*	*	*	*
512	:	*	*	*	*	*
513	:			*	*	*
514	:			*	*	*
515	:	*	*	*	*	*
516	:	*	*	*	*	*
517	:					
518	:		*	*	*	*
519	:		*	*	*	*
520	:		*	*	*	*
521	:			*	*	*
522	:			*	*	*

TASK #	:	LTS	CPT	RANK MAJ	LTC	COL

	:	S. Establish Direction of				
	:	Your Unit/Element				
523	+	:				
524	+	:	*	*	*	
525	+	:				
526	+	:				X
527	+	:				X
528	+	:				X
529	+	:				
530	+	:				
531	+	:				
532	+	:				
533	+	:				
534	+	:				
535	+	:				

	:	T. Provide Input for the Direction				
	:	of the Larger Organization				
536	:	*	*			
537	:	*	*			
538	:	*				
539	:	*	*	*		
540	:	*	*	*		
541	-	*	*	*	*	*
542	+	*	*	*		
543	-	*	*	*	*	*
544	:	*	*	*		
545	:	*	*	*	*	*
546	:	*	*	*	*	*
547	:	*	*	*	*	*
548	:	*	*	*		
549	:	*	*	*	*	
550	:	*	*	*	*	*
551	:	*	*	*	*	
552	:	*	*	*	*	
553	-	*	*	*	*	*
554	:	*	*	*	*	*
555	-	*	*	*	*	*
556	:	*	*	*	*	*
557	:	*	*	*	*	*
558	:	*	*	*	*	
559	+	*				
560	:	*	*	*	*	*

Appendix M: For consecutive ranks, differences in percent performing greater than or equal to 10%

PERCENT PERFORMING TASKS:
2LT AND 1LT DIFFERENCES $\geq 10\%$

TASK #	TASK	2LT	1LT	DIFF
020 B12	ASK SUBORDINATES TO TEACH YOU WHAT YOU DON'T KNOW TEACH ENLISTED SOLDIERS PROPER WEARING OF THE ARMY UNIFORM	80.49 60.27	68.98 57.55	11.51 11.72

032 L2 P2	TRAIN YOUR OWN REPLACEMENT ORGANIZE OFFICE STAFF PROVIDE CONSTRUCTIVE CRITICISM TO INDIVIDUALS ONE RANK HIGHER	37.07 21.85 60.49	53.67 33.88 72.04	-16.60 -11.93 -11.55
035 L14 K5 P13 L0	TRAIN OFFICERS SUPERVISE COMPLETION OF REPORTS CONDUCT CRISIS MANAGEMENT (PUT OUT FIRES) CONVINCE THE COMMANDER TO CHANGE THE SOP DEVELOP SOPs TO BE USED BY OTHER UNITS	20.78 38.59 66.83 36.05 19.51	40.09 47.78 77.96 48.57 30.00	-11.22 -11.17 -11.13 -10.52 -10.49

PERCENT PERFORMING TASKS:

1LT AND CPT DIFFERENCES $\geq 10\%$

TASK #	TASK	1LT	CPT	DIFF
M 10	SUPERVISE SUBORDINATES WHO ARE OLDER THAN YOU	84.29	54.88	29.41
A 2	DEVELOP REGULAR HABITS OF MAINTENANCE IN THE UNIT	71.63	45.44	26.19
M 11	SUPERVISE SUBORDINATES WHO ARE MORE EXPERIENCED THAN YOU	78.16	52.41	25.75
F 13	MOTIVATE SOLDIERS TO PERFORM MAINTENANCE	55.92	38.55	25.37
A 4	DEVELOP WELL-TRAINED UNIT/ELEMENT	70.18	53.81	24.25
D 1	DETERMINE WHAT SHOULD BE TRAINED IN GARRISON	83.27	39.12	24.14
E 8	TAKE CHARGE IN THE ABSENCE OF INSTRUCTIONS FROM COMMANDER	53.27	29.15	24.11
G 32	ARRANGE FOR SOLDIERS TO GET TIME OFF	75.92	51.98	23.94
O 27	CONDUCT INSPECTIONS	64.68	40.84	23.88
M 13	SUPERVISE SUBORDINATES WHO ARE NOT HIGHLY MOTIVATED	65.71	42.23	23.48
O 13	ENCOURAGE COMPETITION FOR SOLDIER-OF-THE MONTH/QUARTER/YEAR	54.88	38.78	23.32
C 12	SUPPORT DECISIONS OF SUBORDINATE LEADERS	88.20	56.91	23.29
I 17	RECOMMEND DISCIPLINARY ACTIONS	62.86	39.88	22.88
A 3	DEVELOP GOOD WORK HABITS IN SOLDIERS	87.98	65.17	22.79
E 26	ASSIST COMMANDER WITH MANEUVER OF THE UNIT	40.82	18.11	22.70
A 12	TRAIN SOLDIERS TO MAINTAIN EQUIPMENT	81.84	39.68	22.18
A 5	TRAIN SOLDIERS IN COMMON SOLDIER TASKS	61.43	39.44	21.98
F 8	MAINTAIN TROOP INTEREST IN TRAINING IN GARRISON	57.76	35.80	21.96
O 11	RECOGNIZE SOLDIER ACCOMPLISHMENTS	81.84	88.02	21.82
O 21	REMAIN AVAILABLE TO IMMEDIATE SUBORDINATES UNTIL THEY FINISH FOR THE DAY	77.86	56.16	21.80
A 28	TRAIN SOLDIERS TO MEET TIME REQUIREMENTS	79.18	57.66	21.52
M 5	SUPERVISE MALE SOLDIERS	85.92	64.42	21.50
F 12	MOTIVATE SOLDIERS TO REENLIST	59.18	37.73	21.48
O 37	REQUIRE SUBORDINATES TO MAINTAIN MILITARY BEARING AND APPEARANCE IN THE FIELD	58.57	37.19	21.38
J 2	ENSURE THAT SUBORDINATES FOLLOW GOOD HEALTH/HYGIENE PRACTICES IN GARRISON	58.57	37.19	21.38
C 13	ALLOW SUBORDINATE LEADERS TO LEARN FROM THEIR MISTAKES	77.76	56.38	21.38
Q 3	CHECK EQUIPMENT OF SUBORDINATES	58.20	29.85	21.16
E 25	PREPARE THE UNIT TO MOVE OUT	42.65	21.65	21.00
O 15	DEVELOP TASKS TO RELIEVE BOREDOM	58.33	35.37	20.96
Q 4	MONITOR TROOP APPEARANCE	61.84	40.84	20.89
M 10	ASK SUBORDINATE LEADERS WHAT SHOULD BE TRAINED	56.12	35.26	20.86
F 7	MOTIVATE SOLDIERS TO CARRY OUT THE MISSION	67.76	46.95	20.81
O 33	OBTAIN INPUT FROM SUBORDINATES FOR SOPs	66.53	45.87	20.66
E 12	ENSURE MISSION ACCOMPLISHMENT	52.24	31.73	20.52
A 11	TRAIN SOLDIERS TO OPERATE EQUIPMENT	59.18	38.69	20.49
M 9	SUPERVISE SOLDIERS WHO SUPERVISE OTHERS	66.94	46.52	20.42
D 2	DETERMINE WHAT SHOULD BE TRAINED IN THE FIELD	54.69	34.38	20.40

(CONTINUED)

TASK #	TASK	1LT	CPT	DIFF
A 7	TRAIN SOLDIERS TO BE TECHNICALLY AND TACTICALLY PROFICIENT	72.65	52.30	20.35
A 15	CROSSTRAIN SOLDIERS	62.24	42.12	20.12
A 19	TRAIN SOLDIERS TO DO THEIR JOBS WITHOUT SUPERVISION	78.80	59.70	20.10
I 10	REQUEST TIME OFF FOR A SOLDIER	54.49	34.41	20.08
S 13	ENSURE READINESS OF YOUR UNIT/ELEMENT	58.78	38.69	20.08
I 1	TELL SOLDIERS WHEN THEY ARE PERFORMING WELL	85.31	65.27	20.03
O 26	MOTIVATE GOOD MAINTENANCE BY REQUIRING SOLDIERS TO STAY WITH VEHICLES UNTIL THEY WORK	39.59	19.81	19.80
O 7	GIVE YOUR SOLDIERS THE BEST LEADERS AVAILABLE	54.08	34.19	19.89
R 8	COUNSEL SOLDIERS ON MILITARY COURTESY	58.18	38.37	19.79
I 20	REPORT DISCIPLINE PROBLEMS TO SUPERIORS	58.37	38.59	19.78
R 11	MAKE ON-THE-SPOT CORRECTIONS	77.55	57.77	19.78
O 15	KEEP SOLDIERS INFORMED ABOUT THE CURRENT SITUATION	84.90	45.12	19.77
H 39	INSTILL BELIEF THAT YOUR UNIT IS BETTER THAN OTHER UNITS	56.53	38.78	19.77
O 10	GIVE PEP TALKS	73.06	53.38	19.89
O 5	USE THE AUTHORITY OF THE COMMANDER	57.35	37.73	19.62
O 18	MOTIVATE SUBORDINATES BY HELPING THEM WITH THEIR TASKS	72.24	52.63	19.62
O 23	IN COMBAT/COMBAT-TYPE SITUATIONS, REMAIN WITH THE ELEMENT YOU LEAD	40.82	21.22	19.59
C 2	DELEGATE DECISION-MAKING TO SUBORDINATES	81.22	61.74	19.49
Q 32	WRITE EERS	75.71	56.27	19.44
O 30	ON DAILY BASIS, HAVE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES	78.37	58.95	19.42
J 3	ENSURE THAT SUBORDINATES FOLLOW GOOD HEALTH/HYGIENE PRACTICES IN FIELD	50.00	30.65	19.35
M 1	SUPERVISE U.S. SOLDIERS	84.89	65.38	19.31
O 12	INFORM UNIT ABOUT WHY YOU REMARDED AN INDIVIDUAL	57.55	38.28	19.29
E 32	MAINTAIN COMMUNICATION WITH THE NEXT HIGHER HEADQUARTERS	48.94	27.65	19.29
F 4	MOTIVATE TROOPS TO BECOME MORE AGGRESSIVE	48.18	28.94	19.22
O 3	TEACH SOLDIERS PERSONAL DISCIPLINE	74.28	55.00	19.10
E 34	MONITOR THE RADIO	41.02	21.86	19.18
A 6	TRAIN SOLDIERS FOR THE SKILLS REQUIRED TO PASS SQTS	60.82	41.69	19.12
R 5	WRITE COUNSELING STATEMENTS	89.59	50.48	19.11
O 24	SHARE THE HARDSHIPS WITH SOLDIERS IN THE FIELD	58.98	39.88	19.00
E 15	OBTAIN OPERATION ORDER	44.80	25.94	18.96
R 1	COUNSEL MALE SOLDIERS ON THEIR PERFORMANCE	77.14	58.20	18.94
O 3	DEMONSTRATE EXPERTISE ON WEAPONS SUBORDINATES USE	58.28	31.40	18.88
Q 27	INSPECT AFTER YOUR SUBORDINATE LEADERS INSPECT	48.18	29.37	18.80
M 17	SUPERVISE SOLDIERS, MOST OF WHOM LIVE ON POST	55.10	36.33	18.77
O 20	ASK SUBORDINATES TO TEACH YOU WHAT YOU DON'T KNOW	60.98	50.38	18.60
O 14	PROVIDE CHALLENGES TO KEEP UP MOTIVATION	59.59	41.05	18.54
E 1	LEAD TROOPS INTO COMBAT-TYPE SITUATIONS	35.18	18.81	18.49
R 10	COUNSEL SUBORDINATE LEADERS ON CORRECTING THEIR SUBORDINATES	54.29	35.88	18.48
E 11	STATE THE MISSION	45.92	27.44	18.48
M 18	DEVELOP CLOSE WORKING RELATIONSHIPS WITH SUBORDINATES	65.92	47.48	18.44
J 4	ENSURE THAT RATIONS ARE ISSUED	43.08	24.78	18.30
Q 9	CHECK THAT SUBORDINATES ARE AT THEIR APPOINTED PLACE OF DUTY	63.08	44.88	18.20
O 20	ACCOMPANY IMMEDIATE SUBORDINATES ON UNPLEASANT TASKS	63.88	45.68	18.22
O 12	TEACH ENLISTED SOLDIERS PROPER WEARING OF THE ARMY UNIFORM	57.55	39.34	18.22
L 5	ESTABLISH SOPs FOR YOUR UNIT	89.80	51.68	18.13
O 38	GIVE DETAILED GUIDANCE TO GET THE TASK DONE	68.37	50.27	18.10
A 13	TRAIN SOLDIERS TO CHECK THEIR OWN WORK	78.94	58.95	17.99
B 16	TEACH ENLISTED SOLDIERS TO DO THEIR JOBS	62.86	44.91	17.95

(CONTINUED)

TASK #	TASK	1LT	CPT	DIFF
E 10	DIRECT TACTICAL SECURITY IN THE FIELD	38.73	18.06	17.87
C 11	PROVIDE OPPORTUNITIES FOR SUBORDINATES TO LEAD IN YOUR PLACE IN THE FIELD	50.00	32.15	17.85
E 18	DETERMINE HOW TO ACCOMPLISH THE MISSION	48.73	29.05	17.69
B 14	TEACH ENLISTED SOLDIERS BASIC MILITARY SKILLS	48.98	31.30	17.68
E 30	ENSURE THAT VEHICLES ARE REFUELED	38.53	18.88	17.67
O 9	EXPLAIN WHY TASKS NEED TO BE DONE	75.31	57.66	17.64
C 4	TRAIN SUBORDINATES TO TAKE INITIATIVE	82.45	64.95	17.50
D 7	DEVELOP TRAINING SCHEDULE	53.08	35.58	17.48
I 2	GIVE FORMAL POSITIVE COUNSELING STATEMENTS	68.73	49.30	17.43
P 9	ACT AS THE COMMANDER'S EYES AND EARS	62.86	45.44	17.41
E 37	ISSUE WARNING ORDERS	39.59	22.19	17.41
C 3	DELEGATE AUTHORITY TO THE LOWEST APPROPRIATE LEVEL	78.94	59.59	17.35
O 35	EAT CHOW WITH SUBORDINATES	57.14	39.87	17.27
J 38	PROVIDE TIME FOR SUBORDINATES TO DO PERSONAL ERRANDS (E.G., HAIRCUT)	58.37	41.18	17.21
M 42	MAKE THE SOLDIER FEEL NEEDED BY THE UNIT	60.00	42.87	17.13
E 27	POSITION THE ELEMENTS OF YOUR UNIT	38.98	21.88	17.11
O 22	TRAIN SUBORDINATES IN REALISTIC COMBAT SITUATIONS/EXERCISES	43.88	26.88	17.08
F 11	MOTIVATE SOLDIERS WHO HAVE ATTITUDE PROBLEMS	61.22	44.37	16.85
E 4	ESTABLISH MAINTENANCE PRIORITIES IN THE FIELD	38.37	21.54	16.82
D 8	INCORPORATE TRAINING INTO ONGOING, 24-HOUR MISSION	49.39	32.58	16.80
I 10	DISCIPLINE SUBORDINATES FOR INAPPROPRIATE BEHAVIOR	53.88	37.08	16.78
O 11	COMMUNICATE THE INTENT OF THE COMMANDER	68.73	49.95	16.78
I 7	RECOMMEND AWARDS FOR SOLDIERS	72.45	55.73	16.71
Q 26	INSPECT WORK UPON ITS COMPLETION BY SUBORDINATES	64.00	47.37	16.71
O 33	TRAIN JUNIOR ENLISTED SOLDIERS	51.43	34.73	16.70
I 8	RECOMMEND SUBORDINATES FOR PROMOTION	62.24	45.95	16.69
C 1	TRAIN SOLDIERS IN LEADERSHIP	82.45	45.77	16.68
Q 17	CONDUCT SAFETY INSPECTIONS	40.82	24.33	16.49
A 1	IMPROVE PERFORMANCE OF SUBORDINATES	92.24	75.78	16.47
C 8	INCREASE LEADERSHIP RESPONSIBILITIES OF SOLDIERS RETURNING FROM LEADERSHIP TRAINING COURSES	49.59	33.23	16.37
C 17	IDENTIFY POTENTIAL LEADERS	58.78	42.44	16.33
F 3	MOTIVATE TROOPS TO SUSTAIN COMBAT-READY TEAMS	40.41	24.12	16.28
Q 18	CONDUCT HEALTH AND WELFARE INSPECTIONS	34.08	17.79	16.29
E 17	TAKE CHARGE OF TACTICS IN THE FIELD	34.68	18.44	16.28
B 8	TEACH SOLDIERS TACTICS	50.61	34.41	16.21
M 12	ASSIGN NEW SOLDIERS TO TRAIN WITH EXPERIENCED BUDDY PAIRS	40.41	24.22	16.19
I 28	GIVE VERBAL REPRIMAND	66.33	50.16	16.17
C 18	PROVIDE OPPORTUNITIES FOR SUBORDINATES TO LEAD IN YOUR PLACE IN GARRISON	57.35	41.28	16.08
E 36	ISSUE FRAGMENTARY ORDERS	37.76	21.76	16.00
I 18	COUNSEL SUBORDINATES ABOUT POTENTIAL DISCIPLINARY ACTION	59.88	43.84	15.96
A 9	TRAIN SOLDIERS TO SUPPORT OTHERS IN COMBAT	60.82	44.91	15.91
Q 10	CHECK THAT SUBORDINATES ACCOMPLISH ASSIGNED TASKS	72.65	56.81	15.85
F 10	KEEP SOLDIERS MOTIVATED UNDER SLEEP DEPRIVATION CONDITIONS	41.43	25.72	15.71
Q 29	BRIEF THE UNIT ON ITS WEAKNESSES	53.08	37.41	15.66
J 25	ENFORCE CRIME-PREVENTION PROCEDURES	50.00	34.41	15.59
A 14	TRAIN SOLDIERS TO RECOGNIZE ETHICAL DIMENSIONS OF BOTH THEIR DECISIONS AND BEHAVIORS	71.84	56.38	15.48
L 7	REVISE SOPs	78.28	54.77	15.43
M 8	ENCOURAGE SUBORDINATES TO SET STANDARDS HIGHER THAN REQUIRED	63.67	48.34	15.33

(CONTINUED)

TASK #	TASK	1LT	CPT	DIFF
0 34	MONITOR REMEDIAL PT	40.20	24.97	15.23
R 7	COUNSEL SOLDIERS ON WEARING THE PROPER UNIFORM	53.00	30.69	15.19
0 10	DISTRIBUTE DETAILS EVENLY AMONG SUBORDINATE UNITS	43.80	28.72	15.15
0 17	REDUCE THE NUMBER OF TRAINING DISTRACTORS	48.10	33.01	15.15
J 0	ENSURE THAT SOLDIERS' PERSONAL PROPERTY IS SECURE PRIOR TO THEIR GOING TO THE FIELD	35.71	20.69	15.03
0 20	BRIEF THE UNIT ON ITS STRENGTHS	52.80	37.03	15.02
F 1	MOTIVATE SUBORDINATES	87.55	72.56	14.99
E 21	SUPERVISE RECONNAISSANCE EFFORTS	30.41	15.43	14.87
J 9	PROMOTE PHYSICAL FITNESS	75.10	60.13	14.97
R 4	PROMOTE PERFORMANCE PROBLEMS OF SUBORDINATES	80.41	45.44	14.80
M 30	TALK TO SUBORDINATES ABOUT CAUSES FOR LOW MORALE IN THE UNIT	59.39	44.48	14.91
I 4	ISSUE CERTIFICATES OF ACHIEVEMENT	53.27	38.37	14.89
M 1	TRAIN ALL OF YOUR UNIT MEMBERS TOGETHER	44.90	30.01	14.89
0 19	REFRAIN FROM DOING SUBORDINATES' JOBS	71.03	56.01	14.03
C 21	PROVIDE TIME FOR SUBORDINATES TO PARTICIPATE IN SELF-DEVELOPMENT PROGRAMS	67.70	52.95	14.01
0 17	CONDUCT TEAM TRAINING	42.45	27.05	14.00
R 16	COUNSEL SOLDIERS ON FINANCES	49.80	35.05	14.75
A 10	TRAIN SOLDIERS TO WORK WITH A WEAPONS SYSTEM	43.47	28.72	14.74
E 5	MONITOR LOGISTICS IN THE FIELD	41.43	26.69	14.74
M 8	SUPERVISE FEMALE SOLDIERS	54.69	39.98	14.72
P 13	CONVINCE THE COMMANDER TO CHA THE SOP	48.57	33.87	14.70
Q 5	MONITOR SAFETY PRACTICES IN SUBORDINATE LEADER'S UNITS	40.20	25.51	14.69
I 13	REWARD ACHIEVEMENTS BY GIVING MORE RESPONSIBILITY	55.10	40.41	14.89
E 23	PROVIDE COMBAT INTELLIGENCE INFORMATION	32.04	17.36	14.08
M 7	SUPERVISE PERSONNEL ATTACHED TO THE UNIT	40.81	25.94	14.67
M 31	RESOLVE CONFLICTS AMONG THE TROOPS	54.29	39.60	14.63
F 6	MOTIVATE SUBORDINATES TO TAKE ON SPECIAL PROJECTS WITH SHORT SUSPENSES	67.35	52.73	14.61
A 21	TRAIN SOLDIERS IN MARKETABLE CIVILIAN SKILLS	48.90	34.41	14.57
J 1	FOSTER A SUPPORTIVE, CARING ENVIRONMENT	74.90	60.34	14.55
R 8	COUNSEL SOLDIERS ON OBSERVING POSTED DIRECTIVES	47.76	33.23	14.53
C 0	ROTATE SUBORDINATES' ASSIGNMENTS IN ORDER TO GIVE THEM VARIED EXPERIENCES	52.04	37.51	14.53
0 0	DETERMINE THE AMOUNT OF TRAINING TIME	51.22	36.87	14.35
C 5	DEVELOP COUNSELING SKILLS OF SUBORDINATE LEADERS	84.69	50.40	14.21
Q 31	ASSESS POTENTIAL OF SUBORDINATES	60.61	46.41	14.20
S 0	ESTABLISH STANDARDS FOR YOUR UNIT/ELEMENT	58.57	44.37	14.20
A 16	TRAIN SOLDIERS TO BE INSTRUCTORS	51.43	37.30	14.13
0 16	WRITE OPERATION ORDERS	41.43	27.33	14.10
Q 13	IDENTIFY SOLDIERS WHO NEED SPECIAL TRAINING TO INCREASE COMPETENCE	48.33	32.20	14.07
I 12	DISMISS SUBORDINATES BEFORE THE END OF THE DUTY DAY IF THEY HAVE FINISHED THEIR WORK	01.43	47.37	14.05
M 22	ATTEND CEREMONIES FOR SUBORDINATES	03.67	49.62	14.05
M 20	ACT AS A BUFFER BETWEEN ENLISTED AND OFFICERS	48.90	34.94	14.04
Q 0	INSPECT IMMEDIATE SUBORDINATES' LIVING QUARTERS	30.00	15.07	14.03
I 11	MAKE THE DECISION TO GIVE A SOLDIER TIME OFF	64.00	50.05	14.03
S 0	ENFORCE STANDARDS FOR YOUR UNIT/FLEMENT	63.27	49.30	13.96
M 11	OBTAIN SUBORDINATE INPUT TO CLARIFY UNIT GOALS	44.90	30.90	13.92
M 40	COMMUNICATE THE UNIT MISSION	55.71	41.00	13.81
D 34	TRAIN MCOs	60.41	46.52	13.69

(CONTINUED)

TASK #	TASK	1LT	CPT	DIFF
Q 6	MONITOR MAINTENANCE IN SUBORDINATE LEADER'S UNITS	34.90	21.01	13.89
I 3	TELL SUBORDINATES WHAT THEIR REWARD WILL BE FOR DOING A GOOD JOB	52.45	30.59	13.86
M12	PERFORM DUTIES OF SAFETY OFFICER	41.04	27.97	13.06
E 6	COORDINATE WITH ADJACENT UNITS DURING COMBAT TRAINING	35.92	22.08	13.04
J15	TAKE CARE OF SOLDIER PAY PROBLEMS	48.94	33.12	13.82
E40	DEVELOP SLEEP PLANS FOR CONTINUOUS OPERATIONS	35.51	21.78	13.75
C20	PROVIDE SOLDIERS THE OPPORTUNITY TO RECEIVE FORMAL TRAINING	65.10	51.45	13.68
D 3	DETERMINE WHAT SHOULD BE TAUGHT IN THE CLASSROOM	53.08	39.55	13.51
Q 1	MONITOR TASKS BEING PERFORMED AT THE SAME TIME AT DIFFERENT LOCATIONS	57.35	43.84	13.51
J10	ASSIST SUBORDINATES WITH THEIR PERSONAL PROBLEMS	70.41	58.01	13.40
R24	REFER SOLDIERS TO OTHER COUNSELORS	52.65	39.23	13.42
R 8	COMMUNICATE PERFORMANCE STANDARDS TO SUBORDINATES	67.96	54.56	13.40
E 3	MONITOR FIELD TRAINING	43.08	29.69	13.37
I28	ASSIGN EXTRA TRAINING/CORRECTIVE TRAINING	35.51	22.19	13.32
J 5	TEACH SOLDIERS TO BE SELF-SUFFICIENT	50.41	37.08	13.32
G 4	DIRECT/LEAD FROM A FORWARD POSITION IN THE BATTLE	31.63	18.33	13.30
C19	RECOMMEND CIVILIAN EDUCATION	61.63	48.34	13.29
M45	ENCOURAGE ORGANIZATION OF UNIT SPORTS TEAMS	44.69	31.40	13.29
Q30	EVALUATE INDIVIDUAL SOLDIER PERFORMANCE AGAINST ESTABLISHED STANDARDS	40.18	35.01	13.28
O 5	ENCOURAGE SUBORDINATES TO PROVIDE CONSTRUCTIVE CRITICISM	77.35	64.09	13.25
A 8	TRAIN SOLDIERS FOR FRONT-LINE COMBAT	45.92	32.69	13.23
E35	REQUEST INDIRECT FIRE	28.94	13.72	13.22
E33	DIRECT COMMUNICATIONS IN THE FIELD	31.04	18.05	13.10
E10	OVERSEE PREPARATION TO FIRE	25.31	12.22	13.09
E41	ENFORCE SLEEP PLANS	33.88	20.98	12.98
M10	SUPERVISE SOLDIERS. MOST OF WHOM LIVE OFF POST	51.43	30.59	12.04
D28	EVALUATE THE TRAINERS	47.35	34.51	12.83
M18	ACT AS A BUFFER BETWEEN SUPERIOR AND SUBORDINATES	68.73	53.01	12.82
C18	RECOMMEND MILITARY TRAINING	68.98	56.16	12.82
O 4	ENCOURAGE SUBORDINATES TO PROVIDE POSITIVE FEEDBACK	78.53	63.77	12.78
K 8	DETERMINE TIME SOLDIERS ARE DISMISSED FOR THE DAY	51.43	38.69	12.74
E13	DECIDE ON COURSES OF ACTION FOR THE BATTLEPLAN	33.06	20.36	12.70
Q20	EVALUATE GROUP PERFORMANCE	44.29	31.62	12.67
M15	ENCOURAGE INFORMAL LEADERS TO HELP OTHERS OBTAIN UNIT OBJECTIVES	38.18	25.51	12.65
S 1	LEAD THE UNIT/ELEMENT WITHOUT MUCH DIRECT SUPERVISION	55.82	43.30	12.62
D31	TRAIN PEOPLE WHO ARE LOWER IN RANK THAN YOU	85.71	53.18	12.55
O 8	TELL SUBORDINATES WHAT THEIR CRITICAL TASKS ARE	66.12	53.59	12.53
B 1	TEACH SOLDIERS WRITTEN COMMUNICATION	65.31	52.84	12.47
O 8	PROVIDE RESOURCES NEEDED TO FIGHT THE BATTLE	37.96	25.62	12.34
P10	KEEP THE COMMANDER INFORMED ABOUT PEOPLE-PROBLEMS	63.88	51.55	12.32
E20	INFLUENCE EVENTS ON THE BATTLEFIELD THAT ARE BEYOND VISUAL RANGE	20.37	10.00	12.29
E31	DISPATCH VEHICLES	25.51	13.29	12.22
B 2	TEACH SOLDIERS ORAL COMMUNICATION	84.69	52.83	12.07
S 7	CLARIFY STANDARDS FOR YOUR UNIT/ELEMENT	58.70	48.73	12.04
M14	SUPERVISE SUBORDINATES ON DIFFERENT SHIFTS	30.61	18.85	11.96
Q31	COACH SUBORDINATES ON CAREER DEVELOPMENT	65.51	53.59	11.92
E 8	ENFORCE THE LAWS OF WAR (INCLUDING THE GENEVA AND HAGUE CONVENTIONS)	34.29	22.40	11.00

(CONTINUED)

TASK #	TASK	1LT	CPT	DIFF
M 10	SUPERVISE SUBORDINATES IN A VARIETY OF MOS/SPECIALTY AREAS	42.08	30.90	11.08
M 14	UPGRADE INFORMAL LEADERS TO LEGITIMATE LEADER POSITIONS	32.24	20.36	11.08
R 20	COUNSEL SOLDIERS ON ALCOHOL ABUSE	43.47	31.73	11.74
O 3	ENCOURAGE DOWNWARD COMMUNICATION	77.96	68.24	11.72
M 21	REQUIRE ATTENDANCE AT MILITARY CEREMONIES (E.O., PARADES, AWARD CEREMONIES)	48.33	34.62	11.71
Q 7	MONITOR QUARTERS/BARRACKS IN SUBORDINATE LEADER'S UNIT	27.98	16.29	11.07
O 12	EVALUATE TRAINING PROGRAMS	54.90	43.41	11.49
E 43	ASSURE TIMELY RESUPPLY OF AMMUNITION AND/OR FOOD DURING COMBAT EXERCISES	28.98	17.58	11.40
O 9	TELL SUBORDINATES DAILY WHAT THEIR TASKS ARE	55.10	43.73	11.37
M 41	ALIGN INDIVIDUAL AND UNIT GOALS	44.90	33.55	11.35
K 34	DETERMINE WHAT IS NEEDED TO ACCOMPLISH THE MISSION (E.O., AMMUNITION, SUPPLY, TRANSPORTATION, EQUIPMENT)	66.53	55.20	11.33
A 10	TRAIN SOLDIERS TO HANDLE STRESS	64.90	53.50	11.31
M 7	REWARD THE UNIT	38.18	28.90	11.28
O 21	ENFORCE CARRYING INSTRUCTION CARDS (REMINDERS ABOUT WHAT TO DO IN PARTICULAR SITUATIONS)	30.00	18.76	11.24
F 9	INCREASE SOLDIER WILLINGNESS TO TAKE RISKS IN COMBAT	28.37	17.15	11.22
K 2	MANAGE PEOPLE/MANPOWER	86.12	74.92	11.20
S 10	DETERMINE HOW TO ACCOMPLISH THE MISSION ACCORDING TO DOCTRINE	58.53	45.34	11.19
I 10	DECIDE ON DISCIPLINARY ACTIONS	38.98	27.07	11.11
O 10	CONDUCT HIP-POCKET TRAINING	37.35	26.26	11.09
J 6	TEACH SOLDIERS TO BE SOCIALLY RESPONSIBLE	50.41	39.34	11.07
O 10	CHECK THAT BULLETIN BOARDS ARE CURRENT	40.00	28.94	11.08
M 4	HOLD FORMATIONS	31.84	20.79	11.04
O 13	EVALUATE EFFECTIVENESS OF TRAINING	57.55	46.52	11.03
O 1	SET THE EXAMPLE	84.28	83.28	11.01
E 22	ORGANIZE PATROLS	24.08	13.08	11.01
J 23	DISCOURAGE FRATERNIZATION	54.08	43.09	10.99
M 13	ENCOURAGE MEMBERS OF THE GROUP TO RELY ON ONE ANOTHER	51.02	40.09	10.93
O 2	ENCOURAGE UPWARD COMMUNICATION	80.82	89.08	10.93
O 20	CONDUCT BATTLE DRILLS	30.00	19.00	10.92
O 6	FOSTER A POSITIVE COMMAND CLIMATE	60.82	49.95	10.87
S 9	IDENTIFY ALTERNATIVE COURSES OF ACTION	63.47	52.63	10.84
M 29	DISPEL RUMORS	65.92	55.09	10.83
E 44	HOLD GROUP PLANNING SESSIONS WITH SUBORDINATES	54.08	43.30	10.78
R 19	ASSESS BATTLE DAMAGE	29.59	18.86	10.73
M 17	COUNSEL SOLDIERS ON THEIR CAREERS	59.39	48.88	10.73
Q 30	SPEND FREE TIME WITH PEOPLE IN THE UNIT	48.98	38.26	10.72
O 27	PROMOTE A UNIT THEME WHICH STATES DESIRED GOALS	35.82	25.29	10.62
O 27	TRAIN THE TRAINERS	42.45	31.83	10.62
K 30	ENSURE THAT NEEDED EQUIPMENT/MATERIAL IS AVAILABLE	51.22	40.62	10.60
M 44	PROVIDE OPPORTUNITIES FOR THE UNIT TO COMPETE AGAINST OTHER UNITS	38.73	26.15	10.58
B 5	TEACH SOLDIERS INTERPERSONAL SKILLS	56.33	45.77	10.56
O 14	MODIFY TRAINING PROCEDURES	46.53	36.01	10.52
J 29	IDENTIFY AND PROMOTE INDIVIDUAL SUBORDINATE'S INTERESTS (E.O., SPORTS, HOBBIES)	38.57	28.08	10.49
S 4	ESTABLISH SHORT-TERM UNIT/ELEMENT OBJECTIVES	58.37	47.91	10.48
Q 29	APPROVE WORK OF SUBORDINATES BASED UPON REPORTS OF OTHERS	34.49	24.12	10.37
O 32	TRAIN YOUR OWN REPLACEMENT	53.67	43.30	10.37

(CONTINUED)

TASK #	TASK	1LT	CPT	DIFF
Q 36	ENDORSE PERFORMANCE RATINGS	36.94	26.89	10.25
E 42	SET MEAL TIMES	26.33	16.00	10.25
O 17	MAKE SURE THAT SUBORDINATES BACKBRIEF OPERATIONS ORDERS	30.61	20.47	10.14
E 24	SET UP COMMAND POST	32.86	22.72	10.13
M 27	MONITOR UNIT COMESION	46.33	36.23	10.10
M 28	IDENTIFY SOURCES OF DISCONTENT	59.10	49.09	10.09

K 33	WRITE ARTICLES FOR MILITARY JOURNALS	15.51	26.58	-11.07
L 22	UPDATE REGULATIONS	10.00	21.11	-11.11
L 23	DECIDE WHERE TO ROUTE TASK REQUESTS	24.08	35.58	-11.50
M 10	DEVELOP CONTACTS WITH ORGANIZATIONS OUTSIDE THE ARMY	26.73	39.44	-12.71
M 6	COORDINATE WITH OTHER U.S. MILITARY SERVICES (E.O.,	27.55	40.84	-13.20
	AIR FORCE, NAVY)			
T 24	ADVISE THE STAFF	20.98	42.34	-13.30
M 10	COORDINATE WORK WITH CIVILIAN SPECIALISTS	17.35	31.40	-14.06
Q 33	WRITE OERS	10.37	35.10	-10.79
L 10	WRITE STAFF STUDIES	17.35	34.73	-17.38
L 20	WRITE INFORMATION PAPERS	35.71	59.70	-23.89

PERCENT PERFORMING TASKS:

CPT AND MAJ DIFFERENCES $\geq 10\%$

TASK #	TASK	CPT	MAJ	DIFF
M 11	SUPERVISE SUBORDINATES WHO ARE MORE EXPERIENCED THAN YOU	52.41	38.44	13.97
M 12	PERFORM DUTIES OF SAFETY OFFICER	27.07	14.84	13.13
O 10	CHECK THAT BULLETIN BOARDS ARE CURRENT	28.04	16.22	12.72
O 42	IDENTIFY POTENTIAL SUICIDES	34.83	22.38	12.45
R 16	COUNSEL SOLDIERS ON FINANCES	35.05	22.71	12.34
J 14	RESPOND TO CONCERNS OF SOLDIERS' PARENTS	26.69	14.36	12.33
M 30	TALK TO SUBORDINATES ABOUT CAUSES FOR LOW MORALE IN THE UNIT	44.48	32.60	11.88
R 10	COUNSEL SOLDIERS ON SPOUSE ABUSE	27.33	15.73	11.60
J 5	TEACH SOLDIERS TO BE SELF-SUFFICIENT	37.08	25.55	11.54
R 15	COUNSEL SOLDIERS ON FAMILY PROBLEMS	34.94	23.44	11.50
J 11	ADVISE SUBORDINATES ON HOW TO DEAL WITH SPOUSES	35.91	24.57	11.33
J 15	TAKE CARE OF SOLDIER PAY PROBLEMS	33.12	21.02	11.30
M 31	RESOLVE CONFLICTS AMONG THE TROOPS	39.88	28.47	11.19
R 23	IDENTIFY SOLDIERS WHO MAY HAVE UNDISCLOSED PERSONAL PROBLEMS	34.41	23.38	11.05
O 35	EAT CHOW WITH SUBORDINATES	39.87	28.87	11.00
R 17	COUNSEL SOLDIERS ON CHILD ABUSE	25.04	15.00	10.03
O 15	DEVELOP TASKS TO RELIEVE BOREDOM	35.37	24.68	10.71
M 20	ACT AS A BUFFER BETWEEN EMLISTED AND OFFICERS	34.94	24.25	10.69
J 22	AVOID FRATERNIZATION WITH MALE SOLDIERS	35.69	25.08	10.63
D 7	DEVELOP TRAINING SCHEDULE	35.58	24.88	10.60
O 4	WRITE LESSON PLANS	37.08	26.52	10.56
F 11	MOTIVATE SOLDIERS WHO HAVE ATTITUDE PROBLEMS	44.37	33.00	10.47
D 9	TEACH SOLDIERS ABOUT THE CURRENT WORLD SITUATION	35.91	25.47	10.44
M 45	ENCOURAGE ORGANIZATION OF UNIT SPORTS TEAMS	31.40	21.09	10.32
O 10	CONDUCT INDIVIDUAL SOLDIER TRAINING	27.07	17.60	10.27
I 20	GIVE VERBAL REPRIMAND	50.16	40.15	10.01
I 22	INITIATE ADMINISTRATIVE ACTIONS (E.O.. ARTICLE 155)	21.11	11.11	10.00

B 17	TEACH OFFICERS TO DO THEIR JOBS	44.48	55.39	-10.91
M 3	SUPERVISE U.S. CIVILIANS	31.73	42.66	-10.93
Q 34	WRITE CIVILIAN PERFORMANCE APPRAISALS	25.62	38.82	-11.20
L 2	ORGANIZE OFFICE STAFF	37.03	49.07	-11.23
R 3	COUNSEL CIVILIANS ON THEIR PERFORMANCE	27.12	38.44	-11.33
P 11	MAKE PRESENTATIONS AT DECISION BRIEFINGS	47.59	59.12	-11.54
L 20	WRITE INFORMATION PAPERS	59.70	71.70	-12.00

PERCENT PERFORMING TASKS:

MAJ AND LTC DIFFERENCES $\geq 10\%$

TASK #	TASK	MAJ	LTC	DIFF
P 3	PROVIDE CONSTRUCTIVE CRITICISM TO INDIVIDUALS TWO RANKS HIGHER	61.15	49.44	11.71

O 12	CONDUCT MEETINGS	65.69	75.72	-10.03
I 29	DISCIPLINE CIVILIAN PERSONNEL	20.52	30.63	-10.11
J 1	POSTER A SUPPORTIVE, CARING ENVIRONMENT	55.47	65.59	-10.12
O 2	ENCOURAGE UPWARD COMMUNICATION	70.24	80.39	-10.15
M 3	HOLD GROUP PROBLEM-SOLVING SESSIONS WITH SUBORDINATES	40.71	50.96	-10.25
C 21	PROVIDE TIME FOR SUBORDINATES TO PARTICIPATE IN SELF-DEVELOPMENT PROGRAMS	53.77	64.07	-10.30
S 0	ESTABLISH STANDARDS FOR YOUR UNIT/ELEMENT	40.34	50.70	-10.42
L 8	APPROVE SOPs	29.60	40.03	-10.43
M 49	WELCOME THE SOLDIER'S FAMILY INTO THE UNIT	27.33	37.00	-10.53
M 50	ARRANGE GATHERINGS WITH TROOPS AND THEIR FAMILIES	22.95	33.92	-10.97
M 43	ENCOURAGE SOLDIERS TO JOIN MILITARY ASSOCIATIONS (E.O., AUSA, MCOA, BRANCH ASSOCIATIONS)	20.55	30.55	-11.00
M 7	REWARD THE UNIT	10.00	29.02	-11.01
O 4	ENCOURAGE SUBORDINATES TO PROVIDE POSITIVE FEEDBACK	61.64	72.67	-11.03
C 5	DEVELOP COUNSELING SKILLS OF SUBORDINATE LEADERS	45.34	56.43	-11.09
M 34	INITIATE MAIL-AND-FAREWELL	30.17	41.32	-11.15
M 40	COMMUNICATE THE UNIT MISSION	36.90	48.15	-11.17
O 5	ENCOURAGE SUBORDINATES TO PROVIDE CONSTRUCTIVE CRITICISM	62.69	73.87	-11.18
C 2	DELEGATE DECISION-MAKING TO SUBORDINATES	62.21	73.39	-11.19
M 2	HOLD GROUP PLANNING SESSIONS WITH SUBORDINATES	43.71	54.00	-11.27
O 31	COACH SUBORDINATES ON CAREER DEVELOPMENT	52.72	63.99	-11.27
O 0	EVALUATE COMMUNICATION CHANNELS	47.93	59.24	-11.31
O 3	ENCOURAGE DOWNWARD COMMUNICATION	66.42	77.01	-11.39
I 4	ISSUE CERTIFICATES OF ACHIEVEMENT	32.20	43.73	-11.45
T 13	ASSESS THE CLIMATE OF THE UNIT	22.07	34.49	-11.61
C 17	STRUCTURE THE ORGANIZATION	37.96	49.60	-11.64
T 4	IDENTIFY POTENTIAL LEADERS	31.71	43.41	-11.70
C 3	DETERMINE PHILOSOPHY OF THE ORGANIZATION	59.77	71.70	-11.93
C 0	DELEGATE AUTHORITY TO THE LOWEST APPROPRIATE LEVEL	34.14	46.14	-12.00
	ROTATE SUBORDINATES' ASSIGNMENTS IN ORDER TO GIVE THEM VARIED EXPERIENCES			

(CONTINUED)

TASK #	TASK	MAJ	LTC	DIFF
M 33	INFORM MEMCOMERS OF THE PRIORITIES OF THE UNIT	32.52	44.53	-12.01
K 16	APPROVE PLACEMENT OF NEW PERSONNEL	22.95	34.07	-12.02
C 7	ADVISE SUBORDINATE LEADERS ON WAYS TO RESOLVE ETHICAL CONFLICTS	44.36	58.43	-12.07
C 19	RECOMMEND CIVILIAN EDUCATION	48.01	60.13	-12.12
T 0	PROVIDE GENERAL DIRECTION FOR ORGANIZATION PLANNING	29.52	41.64	-12.12
M 26	SET UNIT CLIMATE	27.09	39.23	-12.14
M 18	ACT AS MENTOR FIGURE TO SUBORDINATES	28.71	40.92	-12.21
T 11	DETERMINE VALUES OF THE ORGANIZATION	17.03	29.26	-12.23
M 27	MONITOR UNIT COMESION	28.14	40.43	-12.29
I 5	WRITE LETTERS OF APPRECIATION TO RECOGNIZE SUBORDINATES' PERFORMANCE	45.58	57.08	-12.30
M 20	IDENTIFY SOURCES OF DISCONTENT	42.98	55.47	-12.48
L 20	APPROVE REQUESTS FOR CIVILIAN PERSONNEL ACTIONS	22.38	34.89	-12.50
I 0	RECOMMEND SUBORDINATES FOR PROMOTION	40.88	53.48	-12.58
M 3	SUPERVISE U.S. CIVILIANS	42.68	55.31	-12.63
K 20	DEVELOP JOB DESCRIPTIONS FOR CIVILIAN PERSONNEL	33.68	46.48	-12.81
T 7	MAKE POLICY DECISIONS	27.25	40.11	-12.86
T 23	ESTABLISH THE LEVEL AT WHICH DECISIONS ARE MADE	18.30	29.66	-13.36
M 32	ESTABLISH PROCEDURES FOR RECEPTION/INTEGRATION OF NEWCOMERS	31.31	44.08	-13.39
T 5	CREATE THE VISION OF THE ORGANIZATION	24.49	38.18	-13.61
L 24	APPROVE PAPERWORK FOR YOUR UNIT	33.74	47.51	-13.77
I 10	DECIDE ON DISCIPLINARY ACTIONS	19.14	33.04	-13.90
R 3	COUNSEL CIVILIANS ON THEIR PERFORMANCE	38.44	52.57	-14.13
Q 36	ENDORSE PERFORMANCE RATINGS	28.30	42.52	-14.22
Q 35	REVIEW PERFORMANCE RATINGS	32.68	47.19	-14.50
K 27	HIRE CIVILIAN PERSONNEL	29.93	44.61	-14.68
I 0	APPROVE RECOMMENDATIONS FOR AWARDS	18.00	32.80	-14.79
I 0	RECOMMEND AWARDS FOR CIVILIANS	38.12	53.05	-14.94
Q 34	WRITE CIVILIAN PERFORMANCE APPRAISALS	38.82	52.17	-15.35
K 18	MAKE DUTY ASSIGNMENTS FOR OFFICERS	24.66	41.72	-17.06
Q 37	ACT AS SECOND-LEVEL SIGNER FOR EVALUATIONS (OERS, QPASS, ETC.)	28.78	46.78	-17.99
Q 33	WRITE OERS	50.45	68.73	-18.28

PERCENT PERFORMING TASKS:

LTC AND COL DIFFERENCES $\geq 10\%$

TASK #	TASK	LTC	COL	DIFF
M 2	HOLD GROUP PLANNING SESSIONS WITH SUBORDINATES	54.98	65.15	-10.16
C 5	DEVELOP COUNSELING SKILLS OF SUBORDINATE LEADERS	58.43	66.07	-10.24
T 14	DESIGNATE ORGANIZATIONAL RELATIONSHIPS	30.71	41.04	-10.33
T 9	PROVIDE GENERAL DIRECTION FOR ORGANIZATION PLANNING	41.64	52.01	-10.37
C 15	ESTABLISH LEADER-DEVELOPMENT POLICIES	36.09	46.69	-10.60
S 5	ESTABLISH LONG-TERM UNIT/ELEMENT GOALS	81.08	72.75	-10.77
M 10	DEVELOP CONTACTS WITH ORGANIZATIONS OUTSIDE THE ARMY	51.53	62.43	-10.90
T 11	DETERMINE VALUES OF THE ORGANIZATION	29.28	40.17	-10.81
T 1	DETERMINE GOALS OF THE LARGER ORGANIZATION	44.88	56.03	-11.17
T 2	PERIODICALLY REASSESS GOALS OF THE LARGER ORGANIZATION	42.00	53.98	-11.28
K 10	RECRUIT SPECIFIC PERSONNEL TO REQUEST ASSIGNMENT TO YOUR UNIT	20.40	30.05	-11.30
S 3	COMMUNICATE MISSION PURPOSE	51.05	62.54	-11.50
S 1	LEAD THE UNIT/ELEMENT WITHOUT MUCH DIRECT SUPERVISION	50.40	62.00	-11.60
L 24	APPROVE PAPERWORK FOR YOUR UNIT	47.51	59.50	-11.99
T 23	ESTABLISH THE LEVEL AT WHICH DECISIONS ARE MADE	29.68	41.09	-12.03
T 13	STRUCTURE THE ORGANIZATION	34.49	46.69	-12.20
C 3	DELEGATE AUTHORITY TO THE LOWEST APPROPRIATE LEVEL	71.70	83.93	-12.23
T 5	CREATE THE VISION OF THE ORGANIZATION	38.10	50.30	-12.20
K 10	MAKE DUTY ASSIGNMENTS FOR OFFICERS	41.22	54.10	-12.48
C 2	DELEGATE DECISION-MAKING TO SUBORDINATES	73.39	85.88	-12.49
K 28	DEVELOP JOB DESCRIPTIONS FOR CIVILIAN PERSONNEL	46.40	58.96	-12.49
I 30	RECOMMEND THAT SUPERVISORS AWARD/DISCIPLINE CIVILIANS	35.13	47.67	-12.54
C 12	SUPPORT DECISIONS OF SUBORDINATE LEADERS	64.39	76.00	-12.59
K 15	SCREEN ACCEPTANCE OF INCOMING PERSONNEL	34.57	47.45	-12.86
I 5	WRITE LETTERS OF APPRECIATION TO RECOGNIZE SUBORDINATES' PERFORMANCE	57.00	70.70	-12.81
T 3	DETERMINE ORGANIZATIONAL PRIORITIES	51.45	64.02	-13.37
M 20	SUPERVISE A GREATER NUMBER OF CIVILIANS THAN MILITARY	25.24	38.76	-13.52
I 0	RECOMMEND SUBORDINATES FOR PROMOTION	53.48	67.10	-13.64
I 4	ISSUE CERTIFICATES OF ACHIEVEMENT	43.73	57.55	-13.82
T 7	MAKE POLICY DECISIONS	40.11	54.07	-13.98
T 4	DETERMINE PHILOSOPHY OF THE ORGANIZATION	43.41	57.44	-14.03
Q 33	WRITE OERS	68.73	84.04	-15.31

(CONTINUED)

TASK #	TASK	LTC	COL	DIFF
K 13	SELECT/HAND-PICK YOUR SUBORDINATES	29.50	45.08	-15.58
I 20	DISCIPLINE CIVILIAN PERSONNEL	30.83	48.25	-15.63
C 17	IDENTIFY POTENTIAL LEADERS	49.60	65.98	-15.98
Q 38	SERVE ON SELECTION AND/OR PROMOTION BOARDS	17.44	33.44	-18.00
K 16	APPROVE PLACEMENT OF NEW PERSONNEL	34.97	51.25	-16.28
M 15	SUPERVISE CIVILIANS WHO ARE RETIRED MILITARY	28.54	45.60	-17.07
L 26	APPROVE REQUESTS FOR CIVILIAN PERSONNEL ACTIONS	34.89	52.44	-17.56
I 8	APPROVE RECOMMENDATIONS FOR AWARDS	32.80	51.03	-18.23
R 3	COUNSEL CIVILIANS ON THEIR PERFORMANCE	52.57	72.75	-20.17
K 27	HIRE CIVILIAN PERSONNEL	44.81	64.93	-20.32
I 8	RECOMMEND AWARDS FOR CIVILIANS	53.85	73.83	-20.78
M 3	SUPERVISE U.S. CIVILIANS	55.31	78.55	-21.24
Q 37	ACT AS SECOND-LEVEL SIGNER FOR EVALUATIONS (OERS, OPASS, ETC.)	46.78	88.73	-21.95
Q 34	WRITE CIVILIAN PERFORMANCE APPRAISALS	52.17	75.57	-23.40
Q 36	ENDORSE PERFORMANCE RATINGS	42.12	88.88	-24.47
Q 35	REVIEW PERFORMANCE RATINGS	47.19	72.31	-25.13

APPENDIX N
COMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT ARMS BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by Combat Arms branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the commissioned officers.

Combat Arms Branches

01 = Infantry: 11
02 = Engineer: 21
03 = Field Artillery: 13
04 = Air Defense Artillery: 14
05 = Armor: 12
16 = Aviation: 15
23 = Special Operations: 18

COMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT ARMS BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

		COMBAT ARMS						
TASK #	:	01	02	03	04	05	16	23
<hr/>								
	:	A. Train Soldiers						
1	+	X	X	X	X	X	X	X
2	:							
3	:	X		X	X	X	X	X
4	+	X		X		X		X
5	:		*					
6	:		*					
7	:			X		X		
8	:		*					
9	:							
10	:		*					
11	:		*					
12	:							
13	:	X		X		X		X
14	+	X		X		X		X
15	:							X
16	:		*					
17	-	*	*	*	*	*	*	*
18	:							X
19	+	X		X		X	X	X
20	+	X		X		X	X	X
21	:	*	*					
<hr/>								
	:	B. Teach Soldiers						
22	:			X				X
23	:							X
24	:	X		X				X
25	-		*					
26	:							
27	:							X
28	:							X
29	:		*					
30	:		*					
31	-		*	*	*		*	*
32	-	*	*	*	*	*	*	*
33	:		*					
34	:		*					
35	:		*					
36	:		*					
37	:							
38	:	X		X				X
39	-	*	*	*				
<hr/>								

		COMBAT ARMS						
TASK #		01	02	03	04	05	16	23
C. Develop Leaders								
40								
41	+	X	X	X	X	X	X	X
42	+	X	X	X	X	X	X	X
43	+	X	X	X	X	X	X	X
44				X		X		X
45		X		X	X	X	X	X
46								X
47			*					
48								
49								
50			*					
51	+	X		X	X	X	X	X
52	+	X		X	X	X	X	X
53								
54								
55								
56	+							X
57		X		X		X	X	X
58								
59	+						X	X
60				X				X
D. Plan and Conduct Training								
61	+							
62	+		*					
63								
64	-		*				*	
65	-		*					
66			*					
67			*					
68			*					
69			*	*	*		*	
70			*		*		*	
71								
72								
73	+	X		X				
74			*					
75	-	*	*	*	*	*	*	*
76		*	*	*		*	*	
77			*					
78			*				*	
79		*	*	*	*	*	*	
80	-	*	*	*	*	*	*	*
81	-	*	*	*	*	*	*	*
82	-	*	*	*	*	*	*	*

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
83	- :	*	*	*	*	*	*	*
84	- :	*	*	*	*	*	*	*
85	:		*				*	
86	:		*				*	
87	:		*					
88	:		*					
89	:		*					
90	:		*					
91	+ :	X		X				X
92	+ :							
93	:		*			*		
94	:							
95	+ :			X				
96	:	*		*	*	*	*	*
97	- :	*	*	*	*	*	*	
98	- :	*	*	*	*	*	*	
99	- :	*	*	*	*	*	*	*
100	:	*	*		*	*	*	
101	:	*	*	*	*	*	*	
102	:	*	*	*	*	*	*	*

E. Train in the Field to Enter Combat								
103	+ :	*	*				*	
104	- :	*	*	*	*	*	*	*
105	:		*					
106	:		*		*		*	
107	:		*					
108	:		*				*	
109	:	*	*	*	*	*	*	*
110	:		*	*	*	*	*	
111	+ :		*					
112	:	*	*	*	*	*	*	*
113	+ :		*					
114	+ :		*					
115	+ :		*					
116	:	*	*		*		*	
117	+ :		*					
118	+ :		*					
119	+ :		*	*				
120	+ :	*	*	*	*		*	
121	- :	*	*	*	*	*	*	*
122	:	*	*		*	*	*	
123	+ -:	*	*	*	*	*	*	
124	- :	*	*	*	*	*	*	*
125	+ -:	*	*	*	*	*	*	*
126	+ :		*	*		*	*	

(CONTINUED)

		COMBAT ARMS						
TASK #	:	01	02	03	04	05	16	23
127	+ :		*	*				
128	+ - :		*	*	*		*	*
129	+ :		*		*			
130	- :	*	*	*	*	*	*	*
131	- :	*	*	*	*	*	*	*
132	- :	*	*	*	*		*	*
133	- :	*	*	*	*	*	*	*
134	+ :		*					
135	+ :	*	*	*	*	*	*	*
136	+ - :	*	*				*	*
137	- :	*	*	*	*	*	*	*
138	:		*					
139	+ :		*					
140	:	*	*	*	*	*	*	
141	- :	*	*	*	*	*	*	*
142	- :		*	*	*		*	
143	:		*	*	*		*	*
144	- :	*	*	*	*	*	*	*
145	:	*	*	*	*	*	*	
146	:	*	*	*			*	

Global Duty B: Motivate
(Duties F-J)

		COMBAT ARMS						
TASK #		01	02	03	04	05	16	23
		F. Motivate Others (The What)						
147	+	X	X	X	X	X	X	X
148	:							
149	+		*					
150	+		*					
151	:		*	*	*		*	*
152	+			X		X		X
153	+							
154	+		*					
155	:	*	*	*	*	*	*	*
156	+		*		*		*	
157	+		*					
158	:		*					
159	+		*					
		G. Motivate Others (The How)						
160	+	X	X	X	X	X	X	X
161	+	X	X	X	X	X	X	X
162	:		*					
163	+	*	*	*			*	
164	+							
165	+							X
166	+							
167	+		*					
168	+	X		X		X		X
169	:			X	X			
170	+	X		X	X	X	X	X
171	+							
172	:		*					
173	+							
174	:		*					
175	:		*					
176	+		*					
177	:			X				
178	+		X	X		X		X
179	:							
180	+			X			X	X
181	+		*					
182	+		*					
183	+							
184	:		*	*	*		*	*
(CONTINUED)								

(CONTINUED)

		COMBAT ARMS						
TASK #	:	01	02	03	04	05	16	23
185	:	*	*	*	*		*	*
186	+ :							
187	+ :							
188	+ :							
189	+ :	X		X		X		X
190	+ :	X		X		X		X
191	:							X
192	+ :							
193	:		*				*	
194	:		*					
195	:							
196	+ :							
197	:		*					
198	- :	*	*	*	*	*	*	*
199	:	*	*	*	*	*	*	*
200	:							
201	:		*					*

H. Develop Unit Cohesion

202	:		*					
203	+ :							
204	:							
205	- :	*	*	*	*	*	*	*
206	:	*	*	*	*	*	*	*
207	- :	*	*	*	*	*	*	*
208	:		*					
209	+ :							
210	+ :							
211	+ :							
212	+ :							
213	:	*	*	*	*		*	*
214	:							
215	:	*	*	*	*	*	*	*
216	:	*	*				*	
217	+ :							
218	:							
219	:							
220	+ :			X				X
221	:		*					
222	:		*					
223	+ :							
224	+ :	*	*	*	*	*	*	*
225	:	*	*	*	*	*	*	*
226	+ :							

(CONTINUED)

		COMBAT ARMS						
TASK #		01	02	03	04	05	16	23
227	+ :							
228	+ :							
229	+ :							
230	+ :			X				X
231	:							
232	:							
233	:							
234	+ :							
235	:							
236	:		*					
237	:		*	*	*	*		*
238	:		*					
239	:		*					
240	+ :							
241	+ :							
242	+ :							
243	+ :							
244	:		*					
245	:		*					*
246	:		*					
247	:		*	*		*		
248	- :	*	*	*	*	*	*	*
249	:							
250	:		*					
251	:		*					
252	:	*	*			*	*	
253	:		*					

I. Reward and Discipline Subordinates								
254	+	:	X	X	X	X	X	X
255	+	:						X
256		:						
257		:						
258	+	:						
259	+	:						
260	+	:	X	X	X	X	X	X
261	+	:						
262	+	:						
263		:	*					
264	+	:						
265		:						
266	+	:						
267		:	*	*	*	*		
268		:	*	*	*	*	*	*
269	+	:						
270	+	:						
271		:						

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
272	+	:						
273	:							
274	:	*	*	*	*	*	*	*
275	:	*	*	*	*	*	*	*
276	:	*	*	*	*	*	*	*
277	-	:	*	*	*	*	*	*
278	-	:	*	*	*	*	*	*
279	+	:						
280	:		*				*	
281	:	*	*	*	*	*	*	*
282	:	*	*	*	*	*	*	*
283	:	*	*	*	*	*	*	*
J. Take Care of Soldiers								
284	+	:	X	X		X		X
285	:		*					
286	+	:	*					
287	+	:	*				*	
288	:		*					
289	:		*					
290	:	*	*	*	*	*	*	*
291	:	*	*	*	*	*	*	*
292	+	:	X	X	X	X	X	
293	+	:	X	X				X
294	:		*					
295	:	*	*	*	*	*	*	*
296	:	*	*	*	*		*	
297	:	*	*		*	*	*	*
298	:		*					
299	:	*	*	*	*	*	*	*
300	-	:	*	*	*	*	*	*
301	:	*	*	*	*	*	*	*
302	-	:	*	*	*	*	*	
303	:		*					
304	+	:	*					
305	+	:	*	*		*		
306	+	:	*					
307	+	:						
308	+	:						
309	:		*	*	*	*	*	*
310	:		*	*	*	*	*	
311	:	*	*	*	*	*	*	*
312	:		*			*	*	
313	:		*					
314	-	:	*	*	*	*	*	*
315	-	:	*	*	*	*	*	*
316	-	:	*	*	*	*	*	*

Global Duty C: Resource
(Duty K)

		COMBAT ARMS						
TASK #		01	02	03	04	05	16	23

		K. Manage Resources						
317	+ :	X	X	X	X	X	X	X
318	+ :	X	X	X	X	X	X	X
319	+ :	X	X	X	X	X	X	X
320	+ :	X	X	X	X	X	X	X
321	+ :	X	X	X	X	X	X	X
322	+ :	X	X	X	X	X	X	X
323	+ :		X	X			X	X
324	:		*					
325	+ :	X	X	X	X	X	X	X
326	:	*	*		*	*	*	
327	:	*	*	*	*	*	*	*
328	:	*	*	*	*	*	*	*
329	:		*	*	*	*	*	
330	:	*	*	*	*	*	*	
331	:		*		*			
332	:		*		*			
333	:	*	*	*	*	*	*	
334	+ :		*					
335	:	*	*	*	*	*	*	*
336	- :	*	*	*	*	*	*	*
337	- :	*	*	*	*	*	*	*
338	+ :	X	X	X		X	X	X
339	:	*	*	*	*	*	*	*
340	:	*	*	*		*		
341	- :	*	*	*	*	*	*	*
342	- :	*	*	*	*	*	*	*
343	:			*	*	*	*	*
344	:	*		*	*	*		
345	:	*	*	*	*	*	*	*
346	:	*	*	*	*	*	*	
347	:	*	*	*	*	*	*	*
348	+ :							X
349	:	*	*	*	*	*		*
350	+ :							
351	+ :							
352	- :	*	*	*	*	*	*	*
353	+ :	*	*	*	*	*	*	
354	+ :							
355	:							
356	+ :							

Global Duty D: Provide Direction
(Duties L-T)

		COMBAT ARMS						
TASK #	:	01	02	03	04	05	16	23

		:	L. Perform/Supervise					
		:	Administrative Functions					
357	:							
358	:							
359	:							
360	:			X				X
361	+ :							
362	:	*	*	*	*	*	*	*
363	+ :							X
364	:		*			*		
365	:	*	*	*	*	*	*	*
366	- :	*	*	*	*	*	*	*
367	- :	*	*	*	*	*	*	*
368	:							
369	+ :	X	X	X	X	X	X	X
370	+ :							
371	+ :							
372	:	*		*	*	*		*
373	:							
374	:	*				*		
375	- :	*	*	*	*	*	*	*
376	+ :							
377	- :	*	*	*	*	*	*	*
378	:	*	*	*	*	*	*	*
379	:							
380	+ :							
381	:	*	*	*	*	*	*	*
382	:	*	*	*	*	*	*	*

		:	M. Coordinate with Others					
		:	Outside the Unit					
383	+ :							
384	:	*	*	*	*	*	*	*
385	:							
386	:		*		*			
387	+ :							
388	:					*		X
389	:	*	*			*	*	X
390	- :	*	*	*	*	*	*	
391	:	*	*			*	*	
392	+ :					*		
393	+ :							
394	+ :		*		*			
395	- :	*	*	*	*	*	*	*

(CONTINUED)								

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
396	:	*	*	*	*	*	*	*
397	- :	*	*	*	*	*	*	*
398	- :	*	*	*	*	*	*	*
399	- :	*	*	*	*	*	*	*
400	:	*		*	*	*	*	
401	- :	*	*	*	*	*	*	*
402	:	*		*	*	*	*	

N. Supervise Others

403	+ :	X		X	X	X	X	X
404	:	*	*	*	*	*	*	
405	+ :				*			
406	:	*	*	*	*	*	*	*
407	+ :	X		X	X	X	X	X
408	+ :		*					
409	+ :		*		*	*	*	
410	:	*	*	*	*	*	*	*
411	+ :							X
412	+ :							
413	+ :							
414	- :	*	*	*	*	*		
415	:							
416	:	*	*	*	*	*	*	*
417	:	*	*	*	*	*	*	*
418	+ :							X
419	:		*					
420	:							
421	- :	*	*	*	*	*	*	*
422	+ :	*		*	*	*	*	*

O. Maintain 2-Way Information
Exchange with Subordinates

423	+ :	X	X	X	X	X	X	X
424	+ :	X	X	X	X	X	X	X
425	+ :	X	X	X	X	X	X	X
426	+ :	X	X	X	X	X	X	X
427	+ :	X	X	X	X	X	X	X
428	+ :							
429	:	*	*	*	*		*	*
430	+ :			X				X
431	- :							
432	+ :	X	X	X		X		X
433	+ :	X		X		X		X
434	:	X	X	X	X	X	X	X
435	- :	*	*	*	*	*	*	*
436	:							X
437	+ :							X
438	- :		*	*				

(CONTINUED)

TASK #		COMBAT ARMS						
		01	02	03	04	05	16	23
439		*	*	*	*		*	
440	-	*	*	*	*	*	*	*
441	+	*	*					
442	+							X
443		*	*	*	*	*	*	*
P. Maintain 2-Way Information Exchange with Superiors								
444	+	X	X	X	X	X	X	X
445		X	X	X		X	X	X
446								X
447								
448	+	*	*	*	*	*	*	
449	+	X	X	X	X	X	X	X
450		*	*	*	*	*	*	
451		*	*	*	*	*	*	
452	+							
453	+					X		X
454								X
455	+							X
456								
457		*	*	*	*	*	*	
458	+		*					
459								
460	+							
Q. Monitor and Evaluate Performance								
461	+							
462		*	*	*	*	*	*	
463			*				*	
464								
465	+							
466	+		*					
467		*	*	*	*	*	*	*
468	-	*	*	*	*	*	*	*
469								
470	+			X				X
471								
472	-	*	*	*	*	*	*	*
473		*	*				*	
474			*					
475			*					*
476		*	*	*	*	*	*	*
477		*	*		*	*		*
478	-	*	*	*	*	*	*	*

(CONTINUED)

TASK #		:	COMBAT ARMS						
		:	01	02	03	04	05	16	23
479		:	*	*	*	*	*	*	*
480	+	:							
481		:		*				*	
482		:							
483	-	:	*	*	*	*	*	*	*
484	+	:							X
485	+	:		*					
486	+	:							
487		:		*				*	
488		:							
489		:	*	*		*	*	*	
490		:							
491	+	:							X
492	+	:	X		X		X	X	X
493	+	:						X	X
494	+	:				*	*		
495	+	:							
496	+	:							
497	+	:							
498	-	:	*	*	*	*	*	*	*
		:	R. Conduct Counseling						
499	+	:	X		X		X	X	X
500		:		*		*	*		
501		:				*	*		
502	+	:							
503	+	:							
504	+	:			X				X
505		:		*					
506		:		*					
507		:		*					
508		:							
509		:	X		X	X	X		X
510		:	*	*	*	*	*	*	*
511		:	*	*	*	*	*	*	*
512		:	*	*	*	*	*	*	*
513		:		*	*		*	*	
514		:		*				*	
515		:	*	*	*	*	*	*	*
516		:	*	*	*	*	*	*	*
517		:							
518		:		*					
519		:	*	*			*	*	
520		:	*	*					
521		:		*				*	
522		:		*					

		COMBAT ARMS						
TASK #		01	02	03	04	05	16	23

	:	S. Establish Direction of						
	:	Your Unit/Element						
523	+ :							
524	+ :							
525	+ :			X				X
526	+ :			X				
527	+ :			X				X
528	+ :			X				
529	+ :			X				
530	+ :	X		X				X
531	+ :			X				X
532	+ :			X				
533	+ :			X				X
534	+ :			X				X
535	+ :							

	:	T. Provide Input for the Direction						
	:	of the Larger Organization						
536	:							
537	:							
538	:							
539	:							
540	:				*		*	
541	- :	*	*	*	*	*	*	*
542	+ :	*			*	*		
543	- :	*	*	*	*	*	*	*
544	:						*	
545	:	*	*	*	*	*	*	*
546	:	*	*	*	*	*	*	*
547	:	*	*	*	*	*	*	*
548	:	*	*	*	*	*	*	
549	:	*	*	*	*	*	*	
550	:	*	*	*	*	*	*	
551	:	*	*		*	*	*	*
552	:	*	*	*	*	*	*	*
553	- :	*	*	*	*	*	*	*
554	:	*	*	*	*	*	*	*
555	- :	*	*	*	*	*	*	
556	:	*	*	*	*	*	*	*
557	:	*	*	*	*	*	*	*
558	:	*	*	*	*	*	*	*
559	+ :							
560	:	*	*	*	*	*	*	

APPENDIX O
COMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by Combat Support branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the commissioned officers.

Combat Support Branches

08 = Signal: 25
10 = Chemical: 74
17 = Military Police: 31
18 = Military Intelligence: 35

COMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		08	10	17	18
A. Train Soldiers					
1	+	X	X	X	X
2					
3		X	X	X	X
4	+			X	
5					
6					
7					
8		*	*		*
9					
10		*	*		*
11					
12					
13				X	
14	+			X	
15					
16					
17	-	*	*	*	*
18					
19	+			X	
20	+			X	
21			*		*
B. Teach Soldiers					
22				X	
23				X	
24				X	
25	-	*	*		*
26					
27					
28					
29		*	*		*
30		*			
31	-	*	*	*	*
32	-	*	*		*
33					
34			*		*
35		*	*		*
36		*	*		*
37					
38					
39	-	*	*		*

TASK #		:	COMBAT SUPPORT			
		:	08	10	17	18
		:	C. Develop Leaders			
		:				
40		:				
41	+	:	X		X	X
42	+	:	X		X	X
43	+	:	X	X	X	X
44		:			X	
45		:			X	
46		:			X	
47		:		*		*
48		:				
49		:				
50		:				
51	+	:	X		X	
52	+	:	X		X	
53		:				*
54		:		*		*
55		:		*		*
56	+	:				
57		:	X		X	
58		:			X	
59	+	:			X	
60		:			X	
		:	D. Plan and Conduct Training			
		:				
61	+	:				
62	+	:				
63		:				
64	-	:	*			*
65	-	:	*	*	*	*
66		:	*			*
67		:				*
68		:		*		*
69		:	*	*	*	*
70		:	*	*	*	*
71		:				
72		:				
73	+	:			X	
74		:				*
75	-	:	*	*	*	*
76		:	*		*	*
77		:	*			*
78		:	*			*
79		:	*	*		*
80	-	:	*	*	*	*
81	-	:	*	*	*	*
82	-	:	*	*	*	*
(CONTINUED)						

		COMBAT SUPPORT			
TASK #		08	10	17	18
83	- :	*	*	*	*
84	- :	*	*	*	*
85	:	*			*
86	:	*			*
87	:	*			*
88	:				*
89	:	*		*	
90	:	*		*	*
91	+ :				
92	+ :				
93	:	*			
94	:				
95	+ :				
96	:		*		*
97	- :	*	*	*	*
98	- :	*	*	*	*
99	- :	*	*	*	*
100	:	*			*
101	:	*		*	*
102	:	*		*	*

		E. Train in the Field to Enter Combat			
103	+ :	*	*	*	*
104	- :	*	*	*	*
105	:	*			*
106	:	*	*	*	*
107	:	*	*		*
108	:	*	*	*	*
109	:	*	*	*	*
110	:	*	*		*
111	+ :	*	*		*
112	:	*	*	*	*
113	+ :	*	*		*
114	+ :	*	*		*
115	+ :	*	*		*
116	:	*	*	*	*
117	+ :	*	*	*	*
118	+ :	*	*		*
119	+ :	*	*	*	*
120	+ :	*	*	*	*
121	- :	*	*	*	*
122	:	*	*	*	*
123	+ - :	*	*	*	*
124	- :	*	*	*	*
125	+ - :	*	*	*	
126	+ :	*	*	*	*

(CONTINUED)

		COMBAT SUPPORT			
TASK #	:	08	10	17	18
127	+	*	*	*	*
128	+ -	*	*	*	*
129	+	*	*	*	*
130	-	*	*	*	*
131	-	*	*	*	*
132	-	*	*	*	*
133	-	*	*	*	*
134	+		*		*
135	+		*	*	*
136	+ -	*	*	*	*
137	-	*	*	*	*
138	:	*	*	*	*
139	+	*	*	*	*
140	:	*	*	*	*
141	-	*	*	*	*
142	-	*	*	*	*
143	:	*	*	*	*
144	-	*	*	*	*
145	:	*	*	*	*
146	:	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

		COMBAT SUPPORT			
TASK #		08	10	17	18
<hr/>					
	:	F. Motivate Others			
	:	(The What)			
147	+ :	X	X	X	X
148	:				
149	+ :	*	*	*	*
150	+ :	*	*		*
151	:	*	*	*	*
152	+ :			X	X
153	+ :			X	
154	+ :				
155	:	*	*	*	*
156	+ :	*	*		*
157	+ :				
158	:				
159	+ :		*		*
<hr/>					
	:	G. Motivate Others			
	:	(The How)			
160	+ :	X	X	X	X
161	+ :	X	X	X	X
162	:	*	*		*
163	+ :	*	*	*	*
164	+ :				
165	+ :			X	
166	+ :				
167	+ :	*	*		*
168	+ :	X		X	
169	:			X	
170	+ :	X		X	X
171	+ :				
172	:		*		*
173	+ :				
174	:		*		
175	:		*		*
176	+ :				*
177	:				
178	+ :	X		X	
179	:				
180	+ :			X	
181	+ :	*	*		*
182	+ :	*	*	*	*
183	+ :				
184	:	*	*	*	*
<hr/>					
(CONTINUED)					
<hr/>					

		COMBAT SUPPORT			
TASK #		08	10	17	18
185	:	*	*	*	*
186	+ :			X	
187	+ :				
188	+ :				
189	+ :	X	X	X	
190	+ :			X	
191	:			X	
192	+ :				
193	:	*	*		*
194	:				
195	:			X	
196	+ :				
197	:	*	*		*
198	- :	*	*	*	*
199	:	*	*	*	*
200	:				
201	:		*		*

H. Develop Unit Cohesion

202	:	*	*		*
203	+ :				
204	:				
205	- :	*	*		*
206	:	*	*	*	*
207	- :	*	*	*	*
208	:	*	*		*
209	+ :			X	
210	+ :		*		*
211	+ :				
212	+ :				
213	:	*	*		*
214	:				
215	:	*	*	*	*
216	:	*	*		*
217	+ :				
218	:				
219	:		*		
220	+ :			X	
221	:	*	*		*
222	:				
223	+ :			X	
224	+ :	*	*	*	*
225	:	*	*	*	*
226	+ :		*		

(CONTINUED)

		COMBAT SUPPORT			
TASK #		08	10	17	18
<hr/>					
227	+ :		*		
228	+ :		*		
229	+ :			X	
230	+ :			X	
231	:				
232	:		*		
233	:				
234	+ :				
235	:		*		
236	:	*	*		*
237	:	*	*	*	*
238	:	*	*		*
239	:		*		
240	+ :				
241	+ :				
242	+ :				
243	+ :				
244	:				*
245	:	*	*		*
246	:		*		*
247	:	*	*		*
248	- :	*	*	*	*
249	:				
250	:		*		
251	:	*	*		*
252	:	*	*	*	*
253	:	*	*		*
<hr/>					
		I. Reward and Discipline			
		Subordinates			
254	+ :	X	X	X	X
255	+ :				
256	:				
257	:				
258	+ :			X	
259	+ :				
260	+ :	X		X	
261	+ :		*		
262	+ :		*		*
263	:	*			
264	+ :			X	
265	:				
266	+ :				
267	:	*	*	*	*
268	:	*	*	*	*
269	+ :				
270	+ :				
271	:		*		*
<hr/>					
(CONTINUED)					
<hr/>					

		COMBAT SUPPORT			
TASK #		08	10	17	18
<hr/>					
272	+	:			
273		:			
274		:	*	*	*
275		:	*	*	*
276		:	*	*	*
277	-	:	*	*	*
278	-	:	*	*	*
279	+	:		X	
280		:	*		*
281		:	*	*	*
282		:	*	*	*
283		:	*	*	*

J. Take Care of Soldiers

284	+	:		X	
285		:			
286	+	:	*	*	*
287	+	:	*	*	*
288		:	*		*
289		:			
290		:	*	*	*
291		:	*	*	*
292	+	:	X	X	
293	+	:		X	
294		:	*	*	
295		:	*	*	*
296		:	*	*	*
297		:	*	*	*
298		:	*	*	*
299		:	*	*	*
300	-	:	*	*	*
301		:	*	*	*
302	-	:	*	*	*
303		:		*	
304	+	:			
305	+	:	*	*	*
306	+	:			
307	+	:			
308	+	:	*	*	
309		:	*	*	*
310		:	*	*	*
311		:	*	*	*
312		:	*	*	*
313		:			
314	-	:	*	*	*
315	-	:	*	*	*
316	-	:	*	*	*

Global Duty C: Resource
(Duty K)

		COMBAT SUPPORT			
TASK #		08	10	17	18

		K. Manage Resources			
317	+ :	X	X	X	X
318	+ :	X	X	X	X
319	+ :	X	X	X	X
320	+ :	X	X	X	X
321	+ :	X	X	X	X
322	+ :	X	X	X	X
323	+ :	X		X	
324	:				
325	+ :	X	X	X	X
326	:	*	*	*	*
327	:	*	*	*	*
328	:	*	*	*	*
329	:	*	*	*	*
330	:	*	*	*	*
331	:		*	*	
332	:		*		*
333	:	*	*	*	*
334	+ :		*		*
335	:	*	*	*	*
336	- :	*	*	*	*
337	- :	*	*	*	*
338	+ :	X	X	X	
339	:	*	*	*	*
340	:	*	*		*
341	- :	*	*	*	*
342	- :	*	*	*	*
343	:		*		*
344	:		*		*
345	:	*	*	*	*
346	:	*	*	*	*
347	:	*	*	*	*
348	+ :				
349	:	*	*	*	*
350	+ :				
351	+ :				
352	- :	*	*	*	*
353	+ :	*		*	
354	+ :				*
355	:				*
356	+ :				*

Global Duty D: Provide Direction
(Duties L-T)

TASK #		08	10	17	18
		L. Perform/Supervise Administrative Functions			
357					
358					
359					
360				X	
361	+				
362		*		*	*
363	+			X	
364					
365		*	*	*	
366	-	*	*	*	*
367	-	*	*	*	*
368		*			
369	+	X	X	X	X
370	+				
371	+				
372				*	*
373					
374					
375	-	*	*	*	*
376	+		X		
377	-	*	*	*	*
378		*		*	*
379					
380	+				
381		*	*	*	*
382		*	*		*
		M. Coordinate with Others Outside the Unit			
383	+				
384		*	*	*	*
385		*		*	*
386		*	*	*	*
387	+				
388					
389				*	
390	-	*	*	*	*
391		*	*	*	*
392	+				
393	+				
394	+	*	*		*
395	-	*	*	*	*

(CONTINUED)

TASK #		COMBAT SUPPORT			
		08	10	17	18
396	:	*	*	*	*
397	- :	*	*	*	*
398	- :	*	*	*	*
399	- :	*	*	*	*
400	:		*	*	
401	- :	*	*	*	*
402	:	*	*		*

	:	N. Supervise Others			
	:				
403	+ :	X	X	X	X
404	:	*	*	*	*
405	+ :				
406	:	*	*	*	*
407	+ :	X	X	X	X
408	+ :			X	
409	+ :	*	*	*	
410	:	*	*	*	*
411	+ :			X	
412	+ :			X	
413	+ :				
414	- :	*	*	*	*
415	:				
416	:	*	*		*
417	:	*	*	*	*
418	+ :		*		
419	:		*		
420	:				
421	- :	*	*	*	*
422	+ :	*	*	*	*

	:	O. Maintain 2-Way Information Exchange with Subordinates			
	:				
423	+ :	X	X	X	X
424	+ :	X	X	X	X
425	+ :	X	X	X	X
426	+ :	X	X	X	X
427	+ :	X	X	X	X
428	+ :			X	
429	:	*	*	*	*
430	+ :			X	
431	- :				
432	+ :	X		X	
433	+ :			X	
434	:	X	X	X	
435	- :	*	*	*	*
436	:				
437	+ :				
438	- :	*	*		*

(CONTINUED)

		COMBAT SUPPORT			
TASK #		08	10	17	18
439		*	*	*	*
440	-	*	*		*
441	+	*			*
442	+				
443		*	*	*	*
		P. Maintain 2-Way Information Exchange with Superiors			
444	+	X	X	X	X
445		X	X	X	X
446					
447					
448	+	*		*	
449	+	X	X	X	X
450		*	*	*	*
451		*	*	*	*
452	+			X	
453	+			X	
454					
455	+				
456		*			
457		*	*	*	*
458	+		*		*
459					
460	+				
		Q. Monitor and Evaluate Performance			
461	+				
462		*	*	*	*
463		*			*
464				X	
465	+		*		*
466	+	*	*		*
467		*	*	*	*
468	-	*	*	*	*
469					
470	+	X		X	
471					
472	-	*	*	*	*
473		*	*		*
474					
475					*
476		*	*	*	*
477		*	*		*
478	-	*	*	*	*

(CONTINUED)

TASK #		COMBAT SUPPORT			
		08	10	17	18
479	:	*	*	*	*
480	+ :				
481	:	*			*
482	:				
483	- :	*	*	*	*
484	+ :				
485	+ :	*			*
486	+ :				
487	:	*	*		*
488	:				
489	:	*	*		*
490	:				
491	+ :			X	
492	+ :	X		X	
493	+ :				
494	+ :		*		
495	+ :		*		
496	+ :		*		
497	+ :		*		
498	- :	*	*	*	*

	:	R. Conduct Counseling			
	:				
499	+ :	X	X	X	
500	:			X	
501	:		*		
502	+ :			X	
503	+ :			X	
504	+ :	X		X	
505	:				
506	:	*	*		*
507	:				
508	:				
509	:			X	
510	:	*	*	*	*
511	:	*	*	*	*
512	:	*	*	*	*
513	:	*	*		*
514	:	*	*		*
515	:	*	*	*	*
516	:	*	*	*	*
517	:				
518	:	*	*		*
519	:	*	*		*
520	:	*	*		*
521	:	*	*		*
522	:		*		

		COMBAT SUPPORT			
TASK #		08	10	17	18
		S. Establish Direction of Your Unit/Element			
523	+				
524	+		*		*
525	+				
526	+	X		X	
527	+	X		X	
528	+			X	
529	+			X	
530	+	X		X	
531	+	X		X	
532	+				
533	+				
534	+				
535	+				
		T. Provide Input for the Direction of the Larger Organization			
536	:				
537	:				
538	:				
539	:		*		
540	:		*	*	*
541	- :	*	*	*	*
542	+		*		
543	- :	*	*	*	*
544	:		*	*	*
545	:	*	*	*	*
546	:	*	*	*	*
547	:	*	*	*	*
548	:	*	*	*	
549	:	*	*	*	*
550	:	*	*	*	*
551	:		*	*	*
552	:		*	*	*
553	- :	*	*	*	*
554	:	*	*	*	*
555	- :	*	*	*	*
556	:		*	*	*
557	:	*	*	*	*
558	:	*	*	*	*
559	+				
560	:	*	*	*	*

APPENDIX P
COMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT SERVICE SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by Combat Service Support branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the commissioned officers.

Combat Service Support Branches

09 = ADP/Finance/Personnel: 41, 42,
44, 45, 46, 53
11 = Ordnance: 91
12 = Transportation: 95
13 = Chaplain: 56
14 = Quartermaster: 92
15 = Medical: 60 - 68
22 = Judge Advocate General: 55

COMMISSIONED OFFICERS
PERCENT PERFORMING BY COMBAT SERVICE SUPPORT BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		:	COMBAT SERVICE SUPPORT						
		:	09	11	12	13	14	15	22

		:	A. Train Soldiers						
		:							
1	+	:	X	X	X	X	X	X	X
2		:							*
3		:	X			X	X	X	
4	+	:							
5		:						*	*
6		:							
7		:							
8		:	*	*	*	*	*	*	*
9		:							*
10		:	*	*	*	*	*	*	*
11		:	*	*		*			*
12		:	*						*
13		:	X			X			
14	+	:				X			
15		:				*			
16		:	*				*		
17	-	:	*	*	*	*	*	*	*
18		:				X			
19	+	:				X	X	X	
20	+	:	X			X			
21		:				*	*		

		:	B. Teach Soldiers						
		:							
22		:							
23		:							
24		:				X			
25	-	:	*	*	*	*	*	*	
26		:				X			
27		:				X			
28		:							
29		:	*	*		*	*	*	*
30		:	*	*	*	*	*	*	*
31	-	:	*	*	*	*	*	*	
32	-	:	*	*		*	*	*	
33		:							
34		:	*						
35		:	*	*		*	*	*	*
36		:	*			*	*	*	*
37		:							
38		:							
39	-	:	*	*	*	*	*	*	*

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22

		C. Develop Leaders						
40								
41	+	X	X	X	X	X	X	X
42	+	X	X	X	X	X	X	
43	+	X	X	X	X	X	X	X
44					X			
45					X			
46					X			
47		*	*	*			*	*
48								
49							*	
50		*					*	*
51	+	X	X	X	X	X		
52	+	X			X	X		
53		*			*		*	*
54					*		*	*
55					*		*	*
56	+							
57								
58								
59	+							
60		X			X	X		

		D. Plan and Conduct Training						
61	+	*					*	*
62	+	*			*		*	*
63		*	*					
64	-	*	*	*		*	*	
65	-	*	*	*		*		*
66		*	*		*	*	*	*
67		*	*	*	*	*	*	*
68		*			*		*	*
69		*	*	*	*	*	*	*
70		*	*	*	*	*	*	*
71		*						*
72		*						*
73	+	*						*
74		*			*		*	*
75	-	*	*	*	*	*	*	*
76		*	*	*	*	*	*	*
77		*	*	*	*	*	*	*
78		*	*	*	*	*	*	*
79		*	*	*	*	*	*	*
80	-	*	*	*	*	*	*	*
81	-	*	*	*	*	*	*	*
82	-	*	*	*	*	*	*	*

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
83	-	*	*	*	*	*	*	*
84	-	*	*	*	*	*	*	*
85	:	*	*	*	*	*	*	*
86	:	*	*	*	*	*	*	*
87	:	*	*	*	*	*	*	*
88	:	*	*	*	*	*	*	*
89	:	*	*	*	*	*	*	*
90	:	*	*	*	*	*	*	*
91	+	:						
92	+	:						
93	:		*	*		*		*
94	:							
95	+	:						
96	:			*	*			
97	-	*	*	*	*	*	*	*
98	-	*	*	*	*	*	*	*
99	-	*	*	*	*	*	*	*
100	:	*	*	*	*	*		*
101	:	*	*	*	*	*		*
102	:	*	*	*	*	*	*	*

		E. Train in the Field to Enter Combat						
103	+	*	*	*	*	*	*	*
104	-	*	*	*	*	*	*	*
105	:	*	*	*	*	*	*	*
106	:	*	*	*	*	*	*	*
107	:	*	*	*	*	*	*	*
108	:	*	*	*	*	*	*	*
109	:	*	*	*	*	*	*	*
110	:	*	*	*	*	*	*	*
111	+	*	*	*	*	*	*	*
112	:	*	*	*	*	*	*	*
113	+	*	*	*	*	*	*	*
114	+	*	*	*	*	*	*	*
115	+	*	*	*	*	*	*	*
116	:	*	*	*	*	*	*	*
117	+	*	*	*	*	*	*	*
118	+	*	*	*	*	*	*	*
119	+	*	*	*	*	*	*	*
120	+	*	*	*	*	*	*	*
121	-	*	*	*	*	*	*	*
122	:	*	*	*	*	*	*	*
123	+	*	*	*	*	*	*	*
124	-	*	*	*	*	*	*	*
125	+	*	*	*	*	*	*	*
126	+	*	*	*	*	*	*	*

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
127	+ :	*	*	*	*	*	*	*
128	+ - :	*	*	*	*	*	*	*
129	+ :	*	*	*	*	*	*	*
130	- :	*	*	*	*	*	*	*
131	- :	*	*	*	*	*	*	*
132	- :	*	*	*	*	*	*	*
133	- :	*	*	*	*	*	*	*
134	+ :	*	*	*	*	*	*	*
135	+ :	*	*	*	*	*	*	*
136	+ - :	*	*	*	*	*	*	*
137	- :	*	*	*	*	*	*	*
138	:	*	*	*	*	*	*	*
139	+ :	*	*	*	*	*	*	*
140	:	*	*	*	*	*	*	*
141	- :	*	*	*	*	*	*	*
142	- :	*	*	*	*	*	*	*
143	:	*	*	*	*	*	*	*
144	- :	*	*	*	*	*	*	*
145	:	*	*	*	*	*	*	*
146	:	*	*	*	*	*	*	*

Global Duty B: Motivate
(Duties F-J)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
		F. Motivate Others						
		(The What)						
147	+ :	X	X	X	X	X	X	X
148	:				X			
149	+ :	*	*	*	*	*	*	*
150	+ :	*	*	*	*	*	*	*
151	:	*	*	*	*	*	*	*
152	+ :	X				X		
153	+ :							
154	+ :	*			*		*	*
155	:	*	*	*	*	*	*	*
156	+ :	*	*	*	*	*	*	*
157	+ :				X			
158	:			*	*		*	*
159	+ :	*		*	*		*	*
		G. Motivate Others						
		(The How)						
160	+ :	X	X	X	X	X	X	X
161	+ :	X	X	X	X	X	X	X
162	:	*	*	*	*	*		*
163	+ :	*	*	*	*	*		*
164	+ :				*			*
165	+ :							
166	+ :				*		*	*
167	+ :	*	*	*	*		*	*
168	+ :					X		
169	:							
170	+ :	X			X	X		
171	+ :				*			*
172	:			*	*	*	*	*
173	+ :							
174	:			*	*		*	*
175	:	*		*	*		*	*
176	+ :	*		*	*	*	*	*
177	:							
178	+ :	X	X		X	X		
179	:							
180	+ :	X						
181	+ :	*	*	*	*	*	*	*
182	+ :	*	*	*	*	*	*	*
183	+ :	*		*			*	*
184	:	*	*	*		*	*	*

(CONTINUED)

TASK #		COMBAT SERVICE SUPPORT						
		09	11	12	13	14	15	22
185	:	*	*	*	*	*	*	*
186	+ :	*			*		*	*
187	+ :	*			*		*	*
188	+ :	*			*		*	*
189	+ :	X			X	X		
190	+ :							
191	:							
192	+ :							
193	:	*	*	*	*	*	*	*
194	:	*	*	*				*
195	:							
196	+ :	*					*	*
197	:	*	*	*	*	*	*	*
198	- :	*	*	*	*	*	*	*
199	:	*	*	*	*	*	*	*
200	:							
201	:	*		*	X		*	*

H. Develop Unit Cohesion								
202	:	*		*	*	*	*	*
203	+ :							
204	:							
205	- :	*	*	*	*	*	*	*
206	:	*	*	*	*	*	*	*
207	- :	*	*	*	*	*	*	*
208	:	*		*	*	*	*	*
209	+ :							
210	+ :	*		*	*			*
211	+ :	*			*		*	*
212	+ :				*		*	*
213	:	*	*	*	*	*	*	*
214	:							
215	:	*	*	*	*	*	*	*
216	:	*	*	*	*	*	*	*
217	+ :							
218	:	*		*				*
219	:	*	*				*	
220	+ :							
221	:	*		*			*	*
222	:	*			*		*	
223	+ :				X			
224	+ :	*	*	*	X	*	*	*
225	:	*	*	*	X	*	*	*
226	+ :				X			

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
227	+ :	*					*	
228	+ :							*
229	+ :				X			
230	+ :				X			
231	:				X			
232	:							
233	:							
234	+ :							
235	:			*	*		*	
236	:	*	*	*	*	*	*	*
237	:	*	*	*	*	*	*	*
238	:	*	*	*		*	*	*
239	:	*		*		*	*	*
240	+ :			*	*		*	*
241	+ :				*			
242	+ :				*		*	*
243	+ :							
244	:	*			*		*	*
245	:	*	*	*	*	*	*	*
246	:	*			*	*	*	*
247	:	*	*	*	*	*	*	*
248	- :	*	*	*	X	*	*	*
249	:							
250	:	*					*	
251	:	*	*	*		*	*	*
252	:	*	*	*		*	*	*
253	:	*	*	*	*	*	*	*

		I. Reward and Discipline Subordinates						
254	+ :	X			X	X	X	X
255	+ :							
256	:							*
257	:						*	
258	+ :				X			
259	+ :				X			
260	+ :	X			X	X		
261	+ :							
262	+ :	*	*	*	*		*	*
263	:	*	*	*		*	*	*
264	+ :				X			
265	:							
266	+ :							
267	:	*	*	*		*	*	*
268	:	*	*	*	*	*	*	*
269	+ :							
270	+ :							
271	:	*	*	*	*		*	*

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
272	+	:						*
273	:			*				
274	:	*	*	*	*	*	*	*
275	:	*	*	*	*	*	*	*
276	:	*	*	*	*	*	*	*
277	-	:	*	*	*	*	*	*
278	-	:	*	*	*	*	*	*
279	+	:						
280	:	*	*	*	*	*	*	
281	:	*	*	*	*	*	*	*
282	:		*	*	*		*	*
283	:		*	*	*			
J. Take Care of Soldiers								
284	+	:	X		X		X	
285	:							*
286	+	:	*	*			*	*
287	+	:	*	*	*	*	*	*
288	:	*	*				*	*
289	:	*						
290	:	*	*	*		*	*	*
291	:	*	*	*	*	*	*	*
292	+	:	X			X		
293	+	:			X			
294	:	*		*	X	*	*	*
295	:	*	*	*	*	*	*	*
296	:	*	*	*	*	*	*	*
297	:	*	*	*		*	*	*
298	:	*	*	*	*	*	*	*
299	:	*	*	*	*	*	*	*
300	-	:	*	*	*	*	*	*
301	:	*	*	*	*	*	*	*
302	-	:	*	*	*	*	*	*
303	:			*				
304	+	:						
305	+	:	*			*		
306	+	:						
307	+	:			X			
308	+	:	*	*	*		*	*
309	:	*	*	*	*	*	*	*
310	:	*	*	*		*	*	*
311	:	*	*	*	*	*	*	*
312	:	*	*	*		*	*	*
313	:							
314	-	:	*	*	*	*	*	*
315	-	:	*	*	*	*	*	*
316	-	:	*	*	*	*	*	*

Global Duty C: Resource
(Duty K)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
		K. Manage Resources						
317	+ :	X	X	X	X	X	X	X
318	+ :	X	X	X	X	X	X	X
319	+ :	X	X	X	X	X	X	X
320	+ :	X	X	X	X	X		
321	+ :	X	X	X	X	X		X
322	+ :	X	X	X	X	X	X	X
323	+ :	X				X		
324	:							*
325	+ :		X	X		X	X	X
326	:	*	*	*	*	*	*	*
327	:	*	*	*	*	*	*	*
328	:	*	*	*	*	*	*	*
329	:	*	*	*	*	*	*	*
330	:	*	*	*	*	*	*	*
331	:		*	*	*		*	*
332	:		*	*	*		*	*
333	:	*	*	*	*	*	*	*
334	+ :	*	*	*	*	*	*	
335	:	*	*	*	X	*	*	*
336	- :	*	*	*	*	*	*	*
337	- :	*	*	*	*	*	*	*
338	+ :			X	X	X	X	
339	:	*	*	*	*	*	*	*
340	:	*	*	*	*	*	*	*
341	- :	*	*	*	*	*	*	*
342	- :	*	*	*	*	*	*	*
343	:			*				
344	:							
345	:	*	*	*	*	*	*	*
346	:	*	*	*	*	*	*	*
347	:	*	*	*	*	*	*	*
348	+ :					X		
349	:	*	*	*	*	*	*	
350	+ :							
351	+ :				*		*	*
352	- :	*	*	*	*	*	*	*
353	+ :	*	*	*	*	*	*	*
354	+ :				*		*	*
355	:				*		*	*
356	+ :				*		*	*

Global Duty D: Provide Direction
(Duties L-T)

		COMBAT SERVICE SUPPORT						
TASK #	:	09	11	12	13	14	15	22
		L. Perform/Supervise Administrative Functions						
357	:						*	
358	:							
359	:						*	
360	:				X			
361	+ :							
362	:	*	*	*	*		*	*
363	+ :							
364	:		*		*			
365	:	*	*	*	*	*	*	*
366	- :	*	*	*	*	*	*	*
367	- :	*	*	*	*	*	*	*
368	:			*				
369	+ :		X	X	X	X		X
370	+ :							
371	+ :				*		*	
372	:	*			*		*	*
373	:						*	*
374	:						*	*
375	- :	*	*	*	*	*	*	*
376	+ :	X		X				
377	- :	*	*	*	*	*	*	
378	:		*	*	*	*	*	
379	:				*		*	
380	+ :				*		*	
381	:	*	*	*	*	*	*	*
382	:		*	*	*		*	*
		M. Coordinate with Others Outside the Unit						
383	+ :							
384	:	*	*	*	*	*	*	*
385	:	*	*	*	*	*	*	*
386	:	*	*	*	*	*	*	*
387	+ :				*		*	
388	:		*		*		*	
389	:	*	*		*	*	*	*
390	- :	*	*	*	*	*	*	*
391	:	*	*		*	*	*	*
392	+ :		*		*		*	
393	+ :				*		*	
394	+ :	*	*	*	*	*	*	*
395	- :	*	*	*	*	*	*	*

(CONTINUED)

TASK #		COMBAT SERVICE SUPPORT						
		09	11	12	13	14	15	22
396	:	*	*	*	*	*	*	*
397	- :	*	*	*	*	*	*	*
398	- :	*	*	*	*	*	*	*
399	- :	*	*	*	*	*	*	*
400	:	*	*	*	*	*	*	
401	- :	*	*	*	*	*	*	*
402	:	*	*	*		*	*	

N. Supervise Others								
403	+ :	X		X	X	X	X	
404	:	*	*	*	*	*	*	*
405	+ :							
406	:	*	*	*	*	*	*	*
407	+ :	X			X	X	X	
408	+ :							
409	+ :	*	*	*	*	*		*
410	:	*	*	*	*	*	*	*
411	+ :							
412	+ :				*			
413	+ :				*			*
414	- :	*	*	*	*	*	*	*
415	:							
416	:	*	*	*	*	*		*
417	:	*	*	*	*		*	*
418	+ :				*		*	*
419	:			*				*
420	:				*			
421	- :	*	*	*	*	*	*	*
422	+ :		*	*	*	*	*	*

O. Maintain 2-Way Information Exchange with Subordinates								
423	+ :	X	X	X	X	X		X
424	+ :	X	X	X	X	X	X	X
425	+ :	X	X	X	X	X	X	X
426	+ :	X	X	X	X	X	X	X
427	+ :	X	X	X	X	X	X	X
428	+ :							
429	:	*	*	*	*	*	*	*
430	+ :					X		
431	- :							
432	+ :	X				X		
433	+ :							
434	:	X	X	X	X	X		
435	- :	*	*	*	*	*	*	*
436	:							
437	+ :							
438	- :	*	*	*	*	*	*	*

(CONTINUED)

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
439	:	*	*	*	*	*	*	*
440	- :	*	*	*	*	*	*	*
441	+ :	*	*	*	*	*	*	*
442	+ :							
443	:	*	*	*	*	*	*	*

		P. Maintain 2-Way Information Exchange with Superiors						
444	+ :	X	X	X	X	X		X
445	:	X			X	X		
446	:							
447	:				*		*	
448	+ :	*	*	*	*	*	*	*
449	+ :	X	X	X		X		X
450	:	*	*	*	*	*	*	*
451	:	*	*	*	*	*	*	*
452	+ :				X		*	
453	+ :				X			
454	:						*	
455	+ :						*	
456	:	*	*	*	*		*	*
457	:	*		*	*	*	*	*
458	+ :	*		*		*	*	*
459	:				*		*	*
460	+ :						*	

		Q. Monitor and Evaluate Performance						
461	+ :				*		*	
462	:	*	*	*	*	*	*	*
463	:	*	*	*	*	*	*	*
464	:				*		*	*
465	+ :	*		*	*	*	*	*
466	+ :	*	*	*	*	*	*	*
467	:	*	*	*	*	*	*	*
468	- :	*	*	*	*	*	*	*
469	:							
470	+ :	X				X		
471	:							
472	- :	*	*	*	*	*	*	*
473	:	*	*	*		*		*
474	:	*		*	*		*	*
475	:	*		*	*		*	*
476	:	*	*	*	*	*	*	*
477	:	*	*	*	*	*	*	*
478	- :	*	*	*	*	*	*	*

(CONTINUED)								

		COMBAT SERVICE SUPPORT						
TASK #		09	11	12	13	14	15	22
<hr/>								
479	:	*	*	*	*	*	*	*
480	+ :	*			*		*	*
481	:	*	*	*	*	*	*	*
482	:	*		*	*		*	*
483	- :	*	*	*	*	*	*	*
484	+ :				*		*	*
485	+ :	*	*	*	*	*	*	*
486	+ :							
487	:	*	*	*	*	*	*	*
488	:				*		*	
489	:	*	*	*	*	*	*	*
490	:						*	
491	+ :							
492	+ :					X		
493	+ :							
494	+ :							
495	+ :				*			
496	+ :				*			
497	+ :			*	*			
498	- :	*	*	*	*	*		*
<hr/>								
		R. Conduct Counseling						
<hr/>								
499	+ :	X			X	X		
500	:							
501	:							
502	+ :							
503	+ :							*
504	+ :	X						
505	:							*
506	:			*	*		*	*
507	:							*
508	:				*			*
509	:							
510	:	*	*	*	*	*	*	*
511	:	*	*	*		*	*	*
512	:	*	*	*		*	*	*
513	:	*	*	*	X	*	*	*
514	:	*	*	*		*	*	*
515	:	*	*	*	X	*	*	*
516	:	*	*	*	X	*	*	*
517	:							
518	:	*	*	*	X	*	*	*
519	:	*	*	*	X	*	*	*
520	:	*	*	*		*	*	*
521	:	*	*	*		*	*	*
522	:			*	X			
<hr/>								

TASK #		COMBAT SERVICE SUPPORT						
		09	11	12	13	14	15	22
		S. Establish Direction of Your Unit/Element						
523	+	:						
524	+	:	*		*		*	*
525	+	:						
526	+	:				X		
527	+	:				X		
528	+	:						
529	+	:						
530	+	:						
531	+	:				X		
532	+	:					*	*
533	+	:					*	
534	+	:					*	
535	+	:					*	*
		T. Provide Input for the Direction of the Larger Organization						
536		:			*		*	
537		:			*		*	*
538		:					*	
539		:			*		*	
540		:	*	*	*		*	*
541	-	:	*	*	*	*	*	*
542	+	:			*		*	
543	-	:	*	*	*	*	*	*
544		:			*		*	*
545		:	*	*	*	*	*	*
546		:	*	*	*	*	*	*
547		:	*	*	*	*	*	*
548		:	*	*	*	*	*	*
549		:	*	*	*	*	*	*
550		:	*	*	*	*	*	*
551		:	*	*	*	*	*	*
552		:	*	*	*	*	*	*
553	-	:	*	*	*	*	*	*
554		:	*	*	*	*	*	*
555	-	:	*	*	*	*	*	*
556		:	*	*	*	*	*	*
557		:	*	*	*	*	*	*
558		:	*	*	*	*	*	*
559	+	:					*	
560		:	*	*	*	*	*	*

APPENDIX Q
COMMISSIONED OFFICERS
PERCENT PERFORMING BY OTHER BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by "Other" branches is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the commissioned officers.

Other Branches/Functional Areas

20 = ORSA/Faculty/Force Dev.: 47, 49,
50, 52, 54, 99
21 = Research & Development: 51, 97
24 = Foreign Area: 48

COMMISSIONED OFFICERS
PERCENT PERFORMING BY OTHER BRANCHES
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

TASK #		20	OTHER 21	24
A. Train Soldiers				
1	+			X
2		*	*	*
3			*	
4	+		*	
5		*	*	*
6		*	*	*
7		*	*	*
8		*	*	*
9		*	*	*
10		*	*	*
11		*	*	*
12		*	*	*
13			*	
14	+		*	
15		*	*	*
16		*	*	*
17	-	*	*	*
18			*	
19	+		*	
20	+		*	
21		*	*	*
B. Teach Soldiers				
22			*	
23			*	
24			*	
25	-	*	*	*
26		*	*	
27			*	
28			*	
29		*	*	*
30		*	*	
31	-	*	*	*
32	-	*	*	*
33		*	*	*
34		*	*	*
35		*	*	*
36		*	*	*
37		*	*	*
38				
39	-	*	*	*

TASK #		:	OTHER		
		:	20	21	24

		:	C. Develop Leaders		
		:			
40		:	*	*	*
41	+	:			
42	+	:			
43	+	:			
44		:	*	*	
45		:			
46		:	*	*	
47		:	*	*	*
48		:	*	*	*
49		:	*	*	*
50		:	*	*	*
51	+	:			
52	+	:			
53		:	*	*	*
54		:	*	*	*
55		:	*	*	*
56	+	:	*	*	
57		:	*		
58		:			
59	+	:		*	
60		:			

		:	D. Plan and Conduct		
		:	Training		
61	+	:	*	*	*
62	+	:	*	*	*
63		:	*	*	*
64	-	:	*	*	*
65	-	:	*	*	*
66		:	*	*	*
67		:	*	*	*
68		:	*	*	*
69		:	*	*	*
70		:	*	*	*
71		:	*	*	*
72		:	*	*	*
73	+	:	*	*	*
74		:	*	*	*
75	-	:	*	*	*
76		:	*	*	*
77		:	*	*	*
78		:	*	*	*
79		:	*	*	*
80	-	:	*	*	*
81	-	:	*	*	*
82	-	:	*	*	*

(CONTINUED)

TASK #	:	20	OTHER 21	24
83	- :	*	*	*
84	- :	*	*	*
85	:	*	*	*
86	:	*	*	*
87	:	*	*	*
88	:	*	*	*
89	:	*	*	*
90	:	*	*	*
91	+ :		*	
92	+ :	*	*	
93	:	*	*	*
94	:	*	*	*
95	+ :		*	
96	:		*	*
97	- :	*	*	*
98	- :	*	*	*
99	- :	*	*	*
100	:	*	*	*
101	:	*	*	*
102	:	*	*	*
E. Train in the Field to Enter Combat				
103	+ :	*	*	*
104	- :	*	*	*
105	:	*	*	*
106	:	*	*	*
107	:	*	*	*
108	:	*	*	*
109	:	*	*	*
110	:	*	*	*
111	+ :	*	*	*
112	:	*	*	*
113	+ :	*	*	*
114	+ :	*	*	*
115	+ :	*	*	*
116	:	*	*	*
117	+ :	*	*	*
118	+ :	*	*	*
119	+ :	*	*	*
120	+ :	*	*	*
121	- :	*	*	*
122	:	*	*	*
123	+ -:	*	*	*
124	- :	*	*	*
125	+ -:	*	*	*
126	+ :	*	*	*

(CONTINUED)

TASK #			OTHER		
			20	21	24
127	+	:	*	*	*
128	+	-:	*	*	*
129	+	:	*	*	*
130	-	:	*	*	*
131	-	:	*	*	*
132	-	:	*	*	*
133	-	:	*	*	*
134	+	:	*	*	*
135	+	:	*	*	*
136	+	-:	*	*	*
137	-	:	*	*	*
138		:	*	*	*
139	+	:	*	*	*
140		:	*	*	*
141	-	:	*	*	*
142	-	:	*	*	*
143		:	*	*	*
144	-	:	*	*	*
145		:	*	*	*
146		:	*	*	*

Global Duty B: Motivate
(Duties F-J)

TASK #	:	20	OTHER 21	24

	:	F. Motivate Others		
	:	(The What)		
147	+ :			X
148	:			
149	+ :	*	*	*
150	+ :	*	*	*
151	:	*	*	*
152	+ :			
153	+ :	*	*	*
154	+ :	*	*	*
155	:	*	*	*
156	+ :	*	*	*
157	+ :	*	*	*
158	:	*	*	*
159	+ :	*	*	*

	:	G. Motivate Others		
	:	(The How)		
160	+ :	X	X	X
161	+ :	X	X	X
162	:	*	*	*
163	+ :	*	*	*
164	+ :	*	*	*
165	+ :	*	*	
166	+ :	*	*	*
167	+ :	*	*	*
168	+ :			
169	:	*	*	
170	+ :		*	
171	+ :	*	*	*
172	:	*	*	*
173	+ :	*	*	
174	:	*	*	*
175	:	*	*	*
176	+ :	*	*	*
177	:			
178	+ :			
179	:	*	*	
180	+ :			
181	+ :	*	*	*
182	+ :	*	*	*
183	+ :	*	*	*
184	:	*	*	*

(CONTINUED)				

TASK #	:	20	OTHER 21	24
185	:	*	*	*
186	+ :	*	*	*
187	+ :	*	*	*
188	+ :	*	*	*
189	+ :			
190	+ :			
191	:	*	*	
192	+ :	*	*	
193	:	*	*	*
194	:	*	*	*
195	:	*	*	
196	+ :	*	*	*
197	:	*	*	*
198	- :	*	*	*
199	:	*	*	*
200	:	*	*	
201	:	*	*	*

	:	H. Develop Unit Cohesion		
202	:	*	*	*
203	+ :	*		
204	:	*	*	
205	- :	*	*	*
206	:	*	*	*
207	- :	*	*	*
208	:	*	*	*
209	+ :	*	*	
210	+ :	*	*	*
211	+ :	*	*	*
212	+ :	*	*	*
213	:	*	*	*
214	:	*	*	
215	:	*	*	*
216	:	*	*	*
217	+ :			
218	:	*	*	*
219	:	*	*	
220	+ :			
221	:	*	*	*
222	:	*	*	*
223	+ :	*	*	
224	+ :	*	*	*
225	:	*	*	*
226	+ :	*	*	

(CONTINUED)

TASK #	:	20	OTHER 21	24
227	+	*	*	
228	+	*	*	
229	+		*	
230	+			
231	:	*	*	
232	:	*	*	*
233	:	*	*	
234	+	*	*	
235	:	*	*	
236	:	*	*	*
237	:	*	*	*
238	:	*	*	*
239	:	*	*	*
240	+	*	*	*
241	+	*	*	
242	+	*	*	*
243	+	*	*	
244	:	*	*	*
245	:	*	*	*
246	:	*	*	*
247	:	*	*	*
248	-	*	*	*
249	:	*	*	
250	:	*	*	
251	:	*	*	*
252	:	*	*	*
253	:	*	*	*

I. Reward and Discipline
Subordinates

254	+			
255	+	*	*	
256	:	*	*	*
257	:	*	*	*
258	+			
259	+	*	*	
260	+		*	
261	+			
262	+	*	*	*
263	:	*	*	*
264	+		*	
265	:	*	*	
266	+	*	*	
267	:	*	*	*
268	:	*	*	*
269	+	*	*	*
270	+	*	*	*
271	:	*	*	*

(CONTINUED)

TASK #		:	OTHER		
			20	21	24
272	+	:	*	*	*
273		:	*	*	*
274		:	*	*	*
275		:	*	*	*
276		:	*	*	*
277	-	:	*	*	*
278	-	:	*	*	*
279	+	:	*	*	*
280		:	*	*	*
281		:	*	*	*
282		:	*	*	*
283		:	*		*

J. Take Care of Soldiers

284	+	:			
285		:	*	*	*
286	+	:	*	*	*
287	+	:	*	*	*
288		:	*	*	*
289		:	*	*	*
290		:	*	*	*
291		:	*	*	*
292	+	:			
293	+	:		*	
294		:	*	*	*
295		:	*	*	*
296		:	*	*	*
297		:	*	*	*
298		:	*	*	*
299		:	*	*	*
300	-	:	*	*	*
301		:	*	*	*
302	-	:	*	*	*
303		:	*	*	*
304	+	:	*	*	*
305	+	:	*	*	*
306	+	:	*	*	*
307	+	:	*	*	*
308	+	:	*	*	*
309		:	*	*	*
310		:	*	*	*
311		:	*	*	*
312		:	*	*	*
313		:	*	*	
314	-	:	*	*	*
315	-	:	*	*	*
316	-	:	*	*	*

Global Duty C: Resource
(Duty K)

TASK #		20	21	24
		K. Manage Resources		
317	+ :	X	X	X
318	+ :	X	X	X
319	+ :	X	X	X
320	+ :		X	X
321	+ :	X	X	X
322	+ :	X	X	X
323	+ :		X	
324	:	*	*	*
325	+ :	X	X	X
326	:	*	*	*
327	:	*	*	*
328	:	*	*	*
329	:	*	*	*
330	:	*	*	*
331	:	*	*	*
332	:	*	*	*
333	:	*	*	*
334	+ :	*	*	*
335	:	*	*	*
336	- :	*	*	*
337	- :	*	*	*
338	+ :			
339	:	*	*	*
340	:	*	*	*
341	- :	*	*	*
342	- :	*	*	*
343	:			
344	:			
345	:	*	*	*
346	:	*	*	*
347	:	*	*	*
348	+ :			
349	:	*	*	*
350	+ :			
351	+ :			
352	- :	*	*	*
353	+ :	*	*	*
354	+ :	*	*	*
355	:	*	*	*
356	+ :	*	*	*

Global Duty D: Provide Direction
(Duties L-T)

TASK #		20	OTHER 21	24
		L. Perform/Supervise Administrative Functions		
357	:			
358	:			
359	:	*	*	
360	:			
361	+ :	*	*	
362	:	*	*	*
363	+ :	*	*	
364	:	*	*	
365	:	*	*	*
366	- :	*	*	*
367	- :	*	*	*
368	:	*	*	*
369	+ :			X
370	+ :			
371	+ :			
372	:			*
373	:			*
374	:		*	
375	- :	*	*	*
376	+ :	X	X	X
377	- :	*	*	*
378	:	*	*	*
379	:			
380	+ :	*		
381	:	*	*	*
382	:	*	*	*
		M. Coordinate with Others Outside the Unit		
383	+ :			
384	:	*	*	*
385	:	*	*	*
386	:	*	*	*
387	+ :			
388	:		X	X
389	:			X
390	- :	*	*	
391	:	*	*	X
392	+ :		X	X
393	+ :			
394	+ :	*	*	*
395	- :	*	*	*

(CONTINUED)

(CONTINUED)

TASK #	:	20	OTHER 21	24
396	:	*	*	*
397	- :	*	*	*
398	- :	*	*	*
399	- :	*	*	*
400	:			
401	- :	*	*	*
402	:	*	*	

	:	N. Supervise Others		
403	+ :		*	
404	:	*	*	*
405	+ :			
406	:	*	*	*
407	+ :		*	
408	+ :	*	*	*
409	+ :	*	*	*
410	:	*	*	*
411	+ :	*	*	*
412	+ :	*		*
413	+ :	*		*
414	- :	*	*	*
415	:	*	*	*
416	:	*	*	*
417	:	*	*	*
418	+ :	*	*	*
419	:	*	*	*
420	:	*	*	
421	- :	*	*	*
422	+ :	*		*

	:	O. Maintain 2-Way Information Exchange with Subordinates		
423	+ :			X
424	+ :			X
425	+ :			
426	+ :			
427	+ :			
428	+ :			
429	:	*	*	*
430	+ :			
431	- :	*	*	
432	+ :			
433	+ :			
434	:			
435	- :	*	*	*
436	:			
437	+ :	*	*	*
438	- :	*	*	*

(CONTINUED)

TASK #	:	20	OTHER 21	24
<hr/>				
439	:	*	*	*
440	- :	*	*	*
441	+ :	*	*	*
442	+ :	*		
443	:	*	*	*
<hr/>				
	:	P. Maintain 2-Way Information		
	:	Exchange with Superiors		
444	+ :	X	X	X
445	:			
446	:			
447	:			
448	+ :	*	*	*
449	+ :	X	X	
450	:	*	*	*
451	:	*	*	*
452	+ :			
453	+ :			
454	:			
455	+ :			
456	:	*	*	*
457	:	*	*	X
458	+ :	*	*	*
459	:	*	*	
460	+ :			
<hr/>				
	:	Q. Monitor and Evaluate		
	:	Performance		
461	+ :			*
462	:	*	*	*
463	:	*	*	*
464	:	*	*	*
465	+ :	*	*	*
466	+ :	*	*	*
467	:	*	*	*
468	- :	*	*	*
469	:	*	*	
470	+ :			
471	:	*	*	*
472	- :	*	*	*
473	:	*	*	*
474	:	*	*	*
475	:	*	*	*
476	:	*	*	*
477	:	*	*	*
478	- :	*	*	*
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(CONTINUED)

TASK #		:	OTHER		
		:	20	21	24
<hr/>					
479		:	*	*	*
480	+	:	*	*	*
481		:	*	*	*
482		:	*	*	*
483	-	:	*	*	*
484	+	:	*	*	
485	+	:	*	*	*
486	+	:	*	*	
487		:	*	*	*
488		:	*	*	*
489		:	*	*	*
490		:	*	*	*
491	+	:		*	
492	+	:		*	
493	+	:			
494	+	:			
495	+	:	*		
496	+	:	*	*	*
497	+	:	*	*	*
498	-	:	*	*	*
<hr/>					
		:	R. Conduct Counseling		
		:			
499	+	:		*	
500		:	*	*	*
501		:			
502	+	:	*		
503	+	:	*	*	
504	+	:			
505		:	*	*	*
506		:	*	*	*
507		:	*	*	*
508		:	*	*	*
509		:	*	*	
510		:	*	*	*
511		:	*	*	*
512		:	*	*	*
513		:	*	*	*
514		:	*	*	*
515		:	*	*	*
516		:	*	*	*
517		:	*	*	
518		:	*	*	*
519		:	*	*	*
520		:	*	*	*
521		:	*	*	*
522		:	*	*	*
<hr/>					

TASK #		20	OTHER 21	24

		S. Establish Direction of Your Unit/Element		
523	+	:		
524	+	:	*	*
525	+	:		
526	+	:		
527	+	:		
528	+	:	*	
529	+	:	*	
530	+	:		
531	+	:		
532	+	:	*	
533	+	:		
534	+	:		
535	+	:	*	*

		T. Provide Input for the Direction of the Larger Organization		
536		:	*	
537		:	*	
538		:		
539		:	*	
540		:	*	
541	-	:	*	*
542	+	:	*	
543	-	:	*	*
544		:	*	*
545		:	*	*
546		:	*	*
547		:	*	*
548		:	*	*
549		:	*	*
550		:	*	*
551		:	*	*
552		:	*	*
553	-	:	*	*
554		:	*	*
555	-	:	*	*
556		:	*	*
557		:	*	*
558		:	*	*
559	+	:		
560		:	*	X

Appendix R: For type of organization, differences in percent performing greater than or equal to 10%

PERCENT PERFORMING TASKS:

TOE AND TDA DIFFERENCES \geq 10%

TASK #	TASK	TOE	TDA	DIFF
0 24	SHARE THE WARDSHIPS WITH SOLDIERS IN THE FIELD	70.65	17.09	50.98
0 37	REQUIRE SUBORDINATES TO MAINTAIN MILITARY BEARING AND APPEARANCE IN THE FIELD	72.55	19.40	53.10
J 3	ENSURE THAT SUBORDINATES FOLLOW GOOD HEALTH/HYGIENE PRACTICES IN FIELD	82.32	12.94	49.38
E 12	ENSURE MISSION ACCOMPLISHMENT	85.90	17.02	48.00
E 32	MAINTAIN COMMUNICATION WITH THE NEXT HIGHER HEADQUARTERS	59.25	10.82	48.43
D 2	DETERMINE WHAT SHOULD BE TRAINED IN THE FIELD	87.37	19.74	47.83
C 11	PROVIDE OPPORTUNITIES FOR SUBORDINATES TO LEAD IN YOUR PLACE IN THE FIELD	64.75	17.53	47.22
E 0	TAKE CHARGE IN THE ABSENCE OF INSTRUCTIONS FROM COMMANDER	59.56	12.50	46.07
E 15	OBTAIN OPERATION ORDER	54.70	8.42	46.29
E 10	DETERMINE HOW TO ACCOMPLISH THE MISSION	59.63	13.87	45.98
E 11	STATE THE MISSION	57.84	13.82	44.01
D 1	DETERMINE WHAT SHOULD BE TRAINED IN GARRISON	69.42	28.35	43.07
0 22	TRAIN SUBORDINATES IN REALISTIC COMBAT SITUATIONS/EXERCISES	53.53	12.58	42.97
F 13	MOTIVATE SOLDIERS TO PERFORM MAINTENANCE	50.41	15.85	42.56
A 2	DEVELOP REGULAR HABITS OF MAINTENANCE IN THE UNIT	75.11	32.55	42.56
A 0	TRAIN SOLDIERS TO SUPPORT OTHERS IN COMBAT	72.87	30.47	42.41
0 27	CONDUCT INSPECTIONS	70.44	28.60	41.70
E 3	MONITOR FIELD TRAINING	57.97	16.23	41.74
S 13	ENSURE READINESS OF YOUR UNIT/ELEMENT	71.91	30.21	41.70
E 37	ISSUE WARNING ORDERS	48.82	8.10	40.72
Q 25	EVALUATE GROUP/UNIT READINESS FOR COMBAT	54.70	14.20	40.50
Q 35	EAT CROW WITH SUBORDINATES	64.50	24.14	40.42
E 27	POSITION THE ELEMENTS OF YOUR UNIT	47.34	7.10	40.10
E 5	MONITOR LOGISTICS IN THE FIELD	53.61	13.95	39.66
E 25	PREPARE THE UNIT TO MOVE OUT	48.96	7.34	39.62
E 0	COORDINATE WITH ADJACENT UNITS DURING COMBAT TRAINING	48.90	7.37	39.53
Q 3	CHECK EQUIPMENT OF SUBORDINATES	53.01	14.30	39.51
E 36	ISSUE FRAGMENTARY ORDERS	47.41	7.91	39.50
A 7	TRAIN SOLDIERS TO BE TECHNICALLY AND TACTICALLY PROFICIENT	77.35	38.10	39.17
0 23	IN COMBAT/COMBAT-TYPE SITUATIONS, REMAIN WITH THE ELEMENT YOU LEAD	47.06	8.63	39.03
F 10	KEEP SOLDIERS MOTIVATED UNDER SLEEP DEPRIVATION CONDITIONS	48.02	10.22	38.60
E 4	ESTABLISH MAINTENANCE PRIORITIES IN THE FIELD	48.45	8.19	38.26
F 0	MAINTAIN TROOP INTEREST IN TRAINING IN GARRISON	59.76	21.80	37.96
E 34	MONITOR THE RADIO	44.91	7.43	37.48
A 12	TRAIN SOLDIERS TO MAINTAIN EQUIPMENT	63.28	25.05	37.43
E 24	SET UP COMMAND POST	44.05	7.53	37.32

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
F 7	MOTIVATE SOLDIERS TO CARRY OUT THE MISSION	71.59	34.32	37.27
E 41	ENFORCE SLEEP PLANS	44.02	6.90	37.12
E 40	DEVELOP SLEEP PLANS FOR CONTINUOUS OPERATIONS	44.27	7.21	37.06
E 13	DECIDE ON COURSES OF ACTION FOR THE BATTLEPLAN	45.60	8.07	37.01
Q 33	OBTAIN INPUT FROM SUBORDINATES FOR SOPs	70.03	33.91	36.91
J 2	ENSURE THAT SUBORDINATES FOLLOW GOOD HEALTH/HYGIENE PRACTICES IN GARRISON	61.23	24.49	36.74
Q 0	PROVIDE RESOURCES NEEDED TO FIGHT THE BATTLE	49.84	13.54	36.30
J 4	ENSURE THAT RATIONS ARE ISSUED	46.19	9.93	36.26
M 10	ASK SUBORDINATE LEADERS WHAT SHOULD BE TRAINED	81.18	25.21	35.95
Q 32	WRITE EERS	85.48	48.60	35.87
Q 32	ARRANGE FOR SOLDIERS TO GET TIME OFF	77.99	42.23	35.76
E 0	ENFORCE THE LAWS OF WAR (INCLUDING THE GENEVA AND HAGUE CONVENTIONS)	46.00	19.50	35.50
E 10	DIRECT TACTICAL SECURITY IN THE FIELD	42.10	8.03	35.27
A 4	DEVELOP WELL-TRAINED UNIT/ELEMENT	84.01	48.75	35.25
M 9	SUPERVISE SOLDIERS WHO SUPERVISE OTHERS	74.82	38.00	35.14
Q 10	WRITE OPERATION ORDERS	46.71	11.74	34.97
Q 17	REDUCE THE NUMBER OF TRAINING DISTRACTORS	57.13	22.30	34.83
F 12	MOTIVATE SOLDIERS TO REENLIST	61.16	28.51	34.85
F 3	MOTIVATE TROOPS TO SUSTAIN COMBAT-READY TEAMS	45.75	11.29	34.45
Q 0	INCORPORATE TRAINING INTO ONGOING, 24-HOUR MISSION	55.47	21.04	34.43
Q 3	DEMONSTRATE EXPERTISE ON WEAPONS SUBORDINATES USE	50.88	18.64	34.22
C 10	PROVIDE OPPORTUNITIES FOR SUBORDINATES TO LEAD IN YOUR PLACE IN GARRISON	80.81	35.50	34.11
E 30	ENSURE THAT VEHICLES ARE REFUELED	40.02	0.74	34.00
B 0	TEACH SOLDIERS TACTICS	55.73	21.73	33.89
F 11	MOTIVATE SOLDIERS WHO HAVE ATTITUDE PROBLEMS	64.11	30.34	33.77
E 17	TAKE CHARGE OF TACTICS IN THE FIELD	40.12	8.38	33.76
E 20	ASSIST COMMANDER WITH MANEUVER OF THE UNIT	41.20	7.70	33.42
A 0	TRAIN SOLDIERS FOR THE SKILLS REQUIRED TO PASS SQTS	82.25	28.81	33.34
Q 4	MONITOR TROOP APPEARANCE	65.71	32.39	33.31
E 1	LEAD TROOPS INTO COMBAT-TYPE SITUATIONS	39.92	6.64	33.28
Q 29	BRIEF THE UNIT ON ITS WEAKNESSES	62.25	28.98	33.27
Q 20	BRIEF THE UNIT ON ITS STRENGTHS	62.19	28.98	33.21
A 5	TRAIN SOLDIERS IN COMMON SOLDIER TASKS	60.33	27.43	32.90
Q 20	MOTIVATE GOOD MAINTENANCE BY REQUIRING SOLDIERS TO STAY WITH VEHICLES UNTIL THEY WORK	41.27	8.42	32.85
A 0	TRAIN SOLDIERS FOR FRONT-LINE COMBAT	52.46	18.71	32.75
A 11	TRAIN SOLDIERS TO OPERATE EQUIPMENT	58.00	25.84	32.15
F 4	MOTIVATE TROOPS TO BECOME MORE AGGRESSIVE	48.18	18.13	32.04
B 3	TEACH SOLDIERS PERSONAL DISCIPLINE	76.84	44.95	31.89
Q 11	RECOGNIZE SOLDIER ACCOMPLISHMENTS	86.63	54.86	31.77
A 15	CROSSTRAIN SOLDIERS	65.00	33.31	31.69
M 30	INSTILL BELIEF THAT YOUR UNIT IS BETTER THAN OTHER UNITS	58.80	27.21	31.59
E 20	INFLUENCE EVENTS ON THE BATTLEFIELD THAT ARE BEYOND VISUAL RANGE	38.64	7.05	31.59
J 13	ENSURE THAT SPOUSES ARE AWARE OF SCHEDULE FOR UPCOMING FTXS	40.44	0.89	31.55
D 10	CONDUCT COLLECTIVE TRAINING OF UNITS LARGER THAN TEAMS	44.85	13.35	31.50
A 13	TRAIN SOLDIERS TO CHECK THEIR OWN WORK	81.00	49.54	31.48
R 11	MAKE ON-THE-SPOT CORRECTIONS	79.97	40.53	31.45
Q 22	CONDUCT AFTER ACTION REVIEWS (AARS)	55.68	24.38	31.30
C 14	TEACH LEADERS HOW TO INSPECT	58.54	27.40	31.14

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
0 7	GIVE YOUR SOLDIERS THE BEST LEADERS AVAILABLE	59.02	20.02	31.00
A 3	DEVELOP GOOD WORK HABITS IN SOLDIERS	08.68	57.73	30.04
E 33	DIRECT COMMUNICATIONS IN THE FIELD	38.07	7.24	30.82
Q 0	MONITOR MAINTENANCE IN SUBORDINATE LEADER'S UNITS	44.13	13.35	30.88
Q 27	INSPECT AFTER YOUR SUBORDINATE LEADERS INSPECT	50.93	20.10	30.74
N 42	MAKE THE SOLDIER FEEL NEEDED BY THE UNIT	05.32	34.01	30.71
0 15	KEEP SOLDIERS INFORMED ABOUT THE CURRENT SITUATION	06.92	36.22	30.70
J 5	TEACH SOLDIERS TO BE SELF-SUFFICIENT	52.59	22.11	30.48
E 43	ASSURE TIMELY RESUPPLY OF AMMUNITION AND/OR FOOD DURING COMBAT EXERCISES	36.98	6.64	30.34
N 1	TRAIN ALL OF YOUR UNIT MEMBERS TOGETHER	50.40	20.15	30.33
M 5	SUPERVISE MALE SOLDIERS	08.30	50.30	30.05
R 10	COUNSEL SUBORDINATE LEADERS ON CORRECTING THEIR SUBORDINATES	58.12	20.10	30.01
Q 5	MONITOR SAFETY PRACTICES IN SUBORDINATE LEADER'S UNITS	48.68	10.73	29.88
E 14	DECIDE ON PRIORITY TARGETS	37.43	7.53	28.00
I 20	GIVE VERBAL REPRIMAND	70.63	40.78	29.86
A 19	TRAIN SOLDIERS TO DO THEIR JOBS WITHOUT SUPERVISION	82.02	52.23	29.79
Q 30	GIVE DETAILED GUIDANCE TO GET THE TASK DONE	70.95	41.32	29.64
E 7	CONTROL SPREAD OF FEAR IN COMBAT-TYPE SITUATIONS	38.58	7.02	29.84
B 12	TEACH ENLISTED SOLDIERS PROPER WEARING OF THE ARMY UNIFORM	58.06	29.23	29.63
D 34	TRAIN NCOs	62.64	33.08	29.58
E 44	ASSESS BATTLE DAMAGE	37.49	7.94	29.55
J 0	ENSURE THAT SOLDIERS' PERSONAL PROPERTY IS SECURE PRIOR TO THEIR GOING TO THE FIELD	30.00	0.70	28.24
B 16	TEACH ENLISTED SOLDIERS TO DO THEIR JOBS	63.68	34.40	29.10
R 0	COUNSEL SOLDIERS ON MILITARY COURTESY	58.09	20.95	29.15
R 5	WRITE COUNSELING STATEMENTS	71.40	42.30	29.10
C 0	INCREASE LEADERSHIP RESPONSIBILITIES OF SOLDIERS RETURNING FROM LEADERSHIP TRAINING COURSES	52.00	23.63	29.02
R 1	COUNSEL MALE SOLDIERS ON THEIR PERFORMANCE	03.58	54.57	20.00
I 1	TELL SOLDIERS WHEN THEY ARE PERFORMING WELL	09.96	61.02	28.93
A 20	TRAIN SOLDIERS TO MEET TIME REQUIREMENTS	00.01	51.98	28.03
N 1	SUPERVISE U.S. SOLDIERS	00.40	61.59	28.01
I 2	GIVE FORMAL POSITIVE COUNSELING STATEMENTS	71.02	42.30	26.66
Q 21	ACT AS OBSERVER/CONTROLLER FOR FIELD EXERCISES	43.95	15.37	26.58
0 13	ENCOURAGE COMPETITION FOR SOLDIER-OF-THE MONTH/QUARTER/YEAR	50.80	22.37	28.43
0 4	DIRECT/LEAD FROM A FORWARD POSITION IN THE BATTLE	36.47	8.04	28.43
0 17	MAKE SURE THAT SUBORDINATES BACKBRIEF OPERATIONS ORDERS	38.49	10.03	28.42
A 10	TRAIN SOLDIERS TO WORK WITH A WEAPONS SYSTEM	47.22	10.09	20.33
L 7	REVISE SOPs	08.84	40.68	20.16
0 42	IDENTIFY POTENTIAL SUICIDES	50.61	22.49	20.11
C 1	TRAIN SOLDIERS IN LEADERSHIP	68.70	40.75	28.03
0 25	ENCOURAGE HIGHER-LEVEL LEADERS TO VISIT TROOPS IN THE DANGER AREA	39.10	11.14	20.02
J 10	ASSIST SUBORDINATES WITH THEIR PERSONAL PROBLEMS	70.10	50.21	27.90
0 15	DEVELOP TASKS TO RELIEVE BOREDOM	51.82	23.92	27.91
I 7	RECOMMEND AWARDS FOR SOLDIERS	03.24	55.30	27.00
0 12	INFORM UNIT ABOUT WHY YOU REWARDED AN INDIVIDUAL	59.37	31.57	27.00
M 17	SUPERVISE SOLDIERS, MOST OF WHOM LIVE ON POST	52.98	29.21	27.76
Q 14	CONDUCT EXTERNAL EVALUATIONS/INSPECTIONS	49.90	22.21	27.70
M 30	TALK TO SUBORDINATES ABOUT CAUSES FOR LOW MORALE IN THE UNIT	61.68	34.04	27.64
E 21	SUPERVISE RECONNAISSANCE EFFORTS	33.46	5.00	27.50
0 13	EVALUATE EFFECTIVENESS OF TRAINING	05.32	37.77	27.55

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
C 13	ALLOW SUBORDINATE LEADERS TO LEARN FROM THEIR MISTAKES	84.33	58.79	27.54
E 38	PLAN FOR PROMPT MEDICAL ATTENTION FOR BATTLE CASUALTIES	34.48	7.05	27.43
O 30	ON DAILY BASIS, HAVE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES	83.37	55.00	27.40
A 14	TRAIN SOLDIERS TO RECOGNIZE ETHICAL DIMENSIONS OF BOTH THEIR DECISIONS AND BEHAVIORS	78.25	51.03	27.22
B 14	TEACH ENLISTED SOLDIERS BASIC MILITARY SKILLS	47.60	20.50	27.10
L 5	ESTABLISH SOPs FOR YOUR UNIT	78.25	43.09	27.16
P 8	BACKBRIEF OPERATION ORDERS	38.79	9.65	27.14
O 21	REMAIN AVAILABLE TO IMMEDIATE SUBORDINATES UNTIL THEY FINISH FOR THE DAY	78.27	52.14	27.14
I 10	COUNSEL SUBORDINATES ABOUT POTENTIAL DISCIPLINARY ACTION	62.25	35.10	27.07
C 23	PROVIDE COMBAT INTELLIGENCE INFORMATION	33.70	8.74	27.04
I 12	DISMISS SUBORDINATES BEFORE THE END OF THE DUTY DAY IF THEY HAVE FINISHED THEIR WORK	65.98	38.98	26.99
M 8	ENCOURAGE SUBORDINATES TO SET STANDARDS HIGHER THAN REQUIRED	66.99	40.02	26.97
D 12	EVALUATE TRAINING PROGRAMS	81.74	34.83	26.91
M 31	RESOLVE CONFLICTS AMONG THE TROOPS	55.73	28.82	26.91
P 5	PROVIDE SUPERIORS WITH INFORMATION ABOUT THE ENEMY SITUATION	38.28	11.52	26.74
J 25	ENFORCE CPINE-PREVENTION PROCEDURES	51.08	24.33	26.73
A 18	TRAIN SOLDIERS TO HANDLE STRESS	71.02	44.30	26.03
C 12	SUPPORT DECISIONS OF SUBORDINATE LEADERS	84.71	58.15	26.56
O 3	DETERMINE WHAT SHOULD BE TAUGHT IN THE CLASSROOM	56.80	38.53	26.35
O 18	DISTRIBUTE DETAILS EVENLY AMONG SUBORDINATE UNITS	48.82	22.49	26.32
O 8	FOSTER A POSITIVE COMMAND CLIMATE	70.83	44.54	26.28
M 7	REWARD THE UNIT	48.38	20.22	26.17
M 20	ACT AS A BUFFER BETWEEN ENLISTED AND OFFICERS	48.37	22.33	26.03
J 8	TEACH SOLDIERS TO BE SOCIALLY RESPONSIBLE	53.93	27.90	26.03
D 11	PLAN TRAINING PROGRAMS	55.60	29.58	26.02
Q 28	INSPECT WORK UPON ITS COMPLETION BY SUBORDINATES	66.67	40.68	25.98
I 11	MAKE THE DECISION TO GIVE A SOLDIER TIME OFF	72.23	46.25	25.98
M 45	ENCOURAGE ORGANIZATION OF UNIT SPORTS TEAMS	48.62	22.65	25.97
R 7	COUNSEL SOLDIERS ON WEARING THE PROPER UNIFORM	55.21	29.33	25.89
O 5	USE THE AUTHORITY OF THE COMMANDER	58.41	32.58	25.83
R 8	COUNSEL SOLDIERS ON OBSERVING POSTED DIRECTIVES	49.71	23.88	25.83
D 14	MODIFY TRAINING PROCEDURES	51.09	28.18	25.72
S 10	DETERMINE HOW TO ACCOMPLISH THE MISSION ACCORDING TO DOCTRINE	67.24	41.54	25.70
R 24	REFER SOLDIERS TO OTHER COUNSELORS	53.81	28.12	25.68
O 8	EXPLAIN WHY TASKS NEED TO BE DONE	78.78	53.15	25.61
D 7	DEVELOP TRAINING SCHEDULE	48.24	22.65	25.59
C 5	DEVELOP COUNSELING SKILLS OF SUBORDINATE LEADERS	73.83	48.28	25.58
O 10	GIVE PEP TALKS	75.18	48.67	25.51
C 20	PROVIDE SOLDIERS THE OPPORTUNITY TO RECEIVE FORMAL TRAINING	74.22	48.72	25.50
M 22	ATTEND CEREMONIES FOR SUBORDINATES	69.88	44.32	25.48
J 23	DISCOURAGE FRATERNIZATION	58.93	33.53	25.39
J 1	FOSTER A SUPPORTIVE, CARING ENVIRONMENT	82.09	56.75	25.33
R 19	COUNSEL SOLDIERS ON THEIR CAREERS	68.78	43.47	25.31
J 26	CHECK ON CHOW LINE	38.68	11.29	25.38
M 21	REQUIRE ATTENDANCE AT MILITARY CEREMONIES (E.O., PARADES, AWARD CEREMONIES)	54.57	29.29	25.28
R 20	COUNSEL SOLDIERS ON ALCOHOL ABUSE	47.08	21.83	25.28

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
C 8	ROTATE SUBORDINATES' ASSIGNMENTS IN ORDER TO GIVE THEM VARIOUS EXPERIENCES	61.29	38.10	25.20
C 17	IDENTIFY POTENTIAL LEADERS	67.63	42.45	25.17
M 8	ENCOURAGE THE UNIT TO CRITIQUE ITS OWN PERFORMANCE	51.82	28.70	25.12
D 6	DETERMINE THE AMOUNT OF TRAINING TIME	51.57	28.51	25.08
I 17	RECOMMEND DISCIPLINARY ACTIONS	59.82	34.80	25.02
Q 15	CONDUCT COURTESY EVALUATIONS/INSPECTIONS	46.71	21.73	24.97
M 43	ENCOURAGE SOLDIERS TO JOIN MILITARY ASSOCIATIONS (E.O., AUSA, MCOA, BRANCH ASSOCIATIONS)	54.89	29.93	24.97
D 17	CONDUCT TEAM TRAINING	43.12	18.29	24.84
J 15	TAKE CARE OF SOLDIER PAY PROBLEMS	45.11	20.44	24.67
R 16	COUNSEL SOLDIERS ON FINANCES	46.58	22.02	24.56
D 9	TEACH SOLDIERS ABOUT THE CURRENT WORLD SITUATION	50.22	25.89	24.54
I 18	DISCIPLINE SUBORDINATES FOR INAPPROPRIATE BEHAVIOR	55.21	30.75	24.48
Q 7	MONITOR QUARTERS/BARRACKS IN SUBORDINATE LEADER'S UNIT	35.44	11.01	24.44
M 17	SPEND FREE TIME WITH PEOPLE IN THE UNIT	53.93	29.52	24.42
M 11	OBTAIN SUBORDINATE INPUT TO CLARIFY UNIT GOALS	53.10	28.73	24.38
P 13	CONVINCE THE COMMANDER TO CHANGE THE SOP	52.85	28.47	24.38
B 2	TEACH SOLDIERS ORAL COMMUNICATION	72.74	48.43	24.31
O 11	COMMUNICATE THE INTENT OF THE COMMANDER	75.50	51.25	24.25
K 37	UPDATE WAR PLANS FOR THE REGION	48.37	16.13	24.24
M 44	PROVIDE OPPORTUNITIES FOR THE UNIT TO COMPETE AGAINST OTHER UNITS	41.65	17.43	24.22
I 3	TELL SUBORDINATES WHAT THEIR REWARD WILL BE FOR DOING A GOOD JOB	55.34	31.19	24.15
Q 2	MONITOR REAR DETACHMENT ORGANIZATION	33.27	9.14	24.13
F 9	INCREASE SOLDIER WILLINGNESS TO TAKE RISKS IN COMBAT	32.78	8.64	24.12
O 14	PROVIDE CHALLENGES TO KEEP UP MOTIVATION	82.25	38.15	24.10
A 16	TRAIN SOLDIERS TO BE INSTRUCTORS	53.23	29.20	24.03
I 8	RECOMMEND SUBORDINATES FOR PROMOTION	69.93	45.90	24.03
E 35	REQUEST INDIRECT FIRE	29.69	5.88	24.02
D 33	TRAIN JUNIOR ENLISTED SOLDIERS	46.39	22.40	23.99
J 18	REQUEST TIME OFF FOR A SOLDIER	48.11	24.23	23.88
E 10	IN A COMBAT-TYPE SITUATION, ASSIGN SOLDIERS TO PERFORM IN A TOTALLY DIFFERENT MOS/SPECIALTY AREA	38.01	8.14	23.87
J 11	ADVISE SUBORDINATES ON HOW TO DEAL WITH SPOUSES	47.34	23.57	23.78
O 20	ACCOMPANY IMMEDIATE SUBORDINATES ON UNPLEASANT TASKS	88.67	42.93	23.74
M 19	ACT AS A BUFFER BETWEEN SUPERIOR AND SUBORDINATES	75.30	51.60	23.71
B 15	TEACH OFFICERS BASIC MILITARY SKILLS	48.82	25.12	23.70
E 42	SET MEAL TIMES	30.01	8.45	23.55
D 20	CONDUCT BATTLE DRILLS	33.33	9.84	23.49
M 18	DEVELOP CLOSE WORKING RELATIONSHIPS WITH SUBORDINATES	88.91	45.52	23.38
Q 10	CHECK THAT SUBORDINATES ACCOMPLISH ASSIGNED TASKS	77.86	54.51	23.38
B 1	TEACH SOLDIERS WRITTEN COMMUNICATION	74.15	50.81	23.35
I 13	REWARD ACHIEVEMENTS BY GIVING MORE RESPONSIBILITY	61.87	38.53	23.34
O 20	ASK SUBORDINATES TO TEACH YOU WHAT YOU DON'T KNOW	89.10	45.78	23.32
C 16	IMPLEMENT LEADER-DEVELOPMENT POLICIES	54.32	31.90	23.32
M 13	SUPERVISE SUBORDINATES WHO ARE NOT HIGHLY MOTIVATED	60.97	37.74	23.23
D 28	EVALUATE THE TRAINERS	49.48	26.23	23.23
D 9	COORDINATE TRAINING WITH PARTNERSHIP UNIT (I.E., ALLIED ARMY UNIT)	35.38	12.18	23.20
Q 31	ASSESS POTENTIAL OF SUBORDINATES	78.51	47.38	23.15
J 30	PROVIDE TIME FOR SUBORDINATES TO DO PERSONAL ERRANDS (E.O., HAIRCUT)	58.54	35.40	23.14

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
Q 31	COACH SUBORDINATES ON CAREER DEVELOPMENT	77.61	54.48	23.13
Q 10	CONDUCT HIP-POCKET TRAINING	38.58	15.50	23.08
Q 30	PROMOTE A UNIT THEME WHICH STATES DESIRED GOALS	44.15	21.13	23.01
Q 30	EVALUATE INDIVIDUAL SOLDIER PERFORMANCE AGAINST ESTABLISHED STANDARDS	52.34	29.39	22.95
Q 9	CHECK THAT SUBORDINATES ARE AT THEIR APPOINTED PLACE OF DUTY	61.38	38.47	22.89
G 15	ESTABLISH LEADER-DEVELOPMENT POLICIES	52.91	39.05	22.86
M 40	COMMUNICATE THE UNIT MISSION	62.64	39.89	22.74
K 34	DETERMINE WHAT IS NEEDED TO ACCOMPLISH THE MISSION (E.O., AMUNITION, SUPPLY, TRANSPORTATION, EQUIPMENT)	69.99	47.39	22.60
I 20	REPORT DISCIPLINE PROBLEMS TO SUPERIORS	53.87	31.45	22.43
M 38	PROMOTE SHARED UNIT STANDARDS AS A BASIS FOR UNIT MEMBERSHIP	40.05	25.62	22.42
M 27	MONITOR UNIT COHESION	54.32	31.92	22.40
J 9	PROMOTE PHYSICAL FITNESS	81.77	59.38	22.39
R 15	COUNSEL SOLDIERS ON FAMILY PROBLEMS	45.75	23.41	22.34
Q 10	REFRAIN FROM DOING SUBORDINATES' JOBS	79.08	56.78	22.28
M 4	HOLD FORMATIONS	34.74	12.48	22.28
M 52	ENCOURAGE ATTENDANCE AT DINING OUT	44.53	22.27	22.28
Q 34	MONITOR REMEDIAL PT	41.38	19.14	22.26
K 38	ENSURE THAT NEEDED EQUIPMENT/MATERIAL IS AVAILABLE	55.85	33.63	22.23
C 4	TRAIN SUBORDINATES TO TAKE INITIATIVE	89.12	67.00	22.12
R 21	COUNSEL SOLDIERS ON DRUG ABUSE	41.52	19.42	22.10
M 10	SUPERVISE SUBORDINATES WHO ARE OLDER THAN YOU	68.78	48.68	22.08
C 10	RECOMMEND MILITARY TRAINING	78.52	54.44	22.87
M 12	ASSIGN NEW SOLDIERS TO TRAIN WITH EXPERIENCED BUDDY PAIRS	38.08	18.01	22.00
B 8	TEACH SOLDIERS PROBLEM SOLVING	69.29	47.30	21.99
Q 10	MOTIVATE SUBORDINATES BY HELPING THEM WITH THEIR TASKS	71.91	49.95	21.96
J 14	RESPOND TO CONCERNS OF SOLDIERS' PARENTS	36.79	14.87	21.82
M 35	ENCOURAGE EMPHASIS ON UNIT SYMBOLS (E.O., EMBLEMS, CUSTOMS, SONGS, MOTTO)	39.54	17.65	21.89
Q 17	CONDUCT SAFETY INSPECTIONS	37.88	15.91	21.77
M 18	ACT AS DEATHER FIGURE TO SUBORDINATES	52.27	30.56	21.71
M 15	ENCOURAGE INFORMAL LEADERS TO HELP OTHERS OBTAIN UNIT OBJECTIVES	40.18	18.51	21.87
M 25	ASSESS THE CLIMATE OF THE UNIT	56.75	35.18	21.57
S 2	ESTABLISH THE MISSION FOR THE SUBORDINATE UNIT	46.39	24.87	21.52
E 38	OVERSEE EVACUATION OF CASUALTIES	28.15	8.68	21.48
S 8	ENFORCE STANDARDS FOR YOUR UNIT/ELEMENT	73.88	51.60	21.47
P 15	REPRESENT THE SOLDIERS TO THE COMMANDER	49.01	27.55	21.45
M 29	DISPEL RUMORS	74.47	53.85	21.42
E 19	OVERSEE PREPARATION TO FIRE	27.38	5.98	21.48
A 1	IMPROVE PERFORMANCE OF SUBORDINATES	95.71	74.50	21.21
M 41	ALIGN INDIVIDUAL AND UNIT GOALS	51.18	29.99	21.19
M 2	HOLD GROUP PLANNING SESSIONS WITH SUBORDINATES	67.24	48.12	21.12
L 4	SUBMIT AFTER-ACTION REPORTS	72.81	51.89	21.12
M 11	SUPERVISE SUBORDINATES WHO ARE MORE EXPERIENCED THAN YOU	62.70	41.60	21.10
J 7	TEACH SOLDIERS ABOUT SEXUALLY TRANSMITTED DISEASES	35.70	14.71	20.98
P 9	ACT AS THE COMMANDER'S EYES AND EARS	65.20	44.35	20.84
Q 18	CONDUCT HEALTH AND WELFARE INSPECTIONS	30.65	9.81	20.84
M 7	SUPERVISE PERSONNEL ATTACHED TO THE UNIT	40.63	18.80	20.82
Q 13	IDENTIFY SOLDIERS WHO NEED SPECIAL TRAINING TO INCREASE COMPETENCE	43.31	22.52	20.78
B 7	TEACH SOLDIERS GENERAL DECISION-MAKING STRATEGIES	83.72	42.88	20.73

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
M 4	INTEGRATE DIFFERENT TYPES OF UNITS INTO THE MISSION	39.83	18.48	20.55
B 5	TEACH SOLDIERS INTERPERSONAL SKILLS	61.38	40.90	20.45
C 2	DELEGATE DECISION-MAKING TO SUBORDINATES	86.95	66.50	20.45
M 13	ENCOURAGE MEMBERS OF THE GROUP TO RELY ON ONE ANOTHER	54.18	33.76	20.44
R 23	IDENTIFY SOLDIERS WHO MAY HAVE UNDISCLOSED PERSONAL PROBLEMS	44.59	24.17	20.42
R 8	COMMUNICATE PERFORMANCE STANDARDS TO SUBORDINATES	75.82	55.39	20.42
B 4	TEACH SOLDIERS ABOUT WILLS AND INSURANCE	43.89	23.57	20.32
M 12	PERFORM DUTIES OF SAFETY OFFICER	38.85	18.55	20.31
M 14	UPGRADE INFORMAL LEADERS TO LEGITIMATE LEADER POSITIONS	34.29	14.05	20.25
Q 8	INSPECT IMMEDIATE SUBORDINATES' LIVING QUARTERS	28.68	8.42	20.18
D 16	CONDUCT INDIVIDUAL SOLDIER TRAINING	36.98	16.80	20.18
S 7	CLARIFY STANDARDS FOR YOUR UNIT/ELEMENT	69.74	49.57	20.16
F 5	MOTIVATE TROOPS TO CLOSE WITH THE ENEMY	28.15	8.00	20.15
O 13	TEACH OFFICERS PROPER WEARING OF THE ARMY UNIFORM	51.25	31.13	20.12
O 21	ENFORCE CARRYING INSTRUCTION CARDS (REMINDERS ABOUT WHAT TO DO IN PARTICULAR SITUATIONS)	31.93	11.09	20.03
M 37	PROMOTE SHARED VALUES AS A BASIS FOR ACCEPTANCE BY UNIT MEMBERS	48.71	28.73	19.97
C 3	DELEGATE AUTHORITY TO THE LOWEST APPROPRIATE LEVEL	84.26	84.32	19.95
J 21	AVOID FRATERNIZATION WITH FEMALE SOLDIERS	51.31	31.41	19.90
D 31	TRAIN PEOPLE WHO ARE LOWER IN RANK THAN YOU	88.14	48.24	18.89
M 38	FAMILIARIZE THE SOLDIER WITH THE HISTORY OF THE UNIT	35.78	15.85	18.85
M 28	IDENTIFY SOURCES OF DISCONTENT	87.11	47.30	18.82
Q 41	ACT AS A MEDIATOR IN DISPUTES	61.87	42.08	19.79
K 23	TASK UNITS TO FILL DETAILS	33.33	13.82	19.51
D 27	TRAIN THE TRAINERS	44.82	24.52	19.50
I 4	ISSUE CERTIFICATES OF ACHIEVEMENT	57.90	38.41	19.50
M 3	HOLD GROUP PROBLEM-SOLVING SESSIONS WITH SUBORDINATES	82.64	43.18	19.45
J 22	AVOID FRATERNIZATION WITH MALE SOLDIERS	43.78	24.39	19.31
J 31	PROVIDE SOLDIERS RIDES/TRANSPORTATION	34.84	14.74	19.29
O 8	TELL SUBORDINATES WHAT THEIR CRITICAL TASKS ARE	73.13	53.84	19.28
O 18	PROVIDE SUBORDINATES WITH GUIDELINES TO FOLLOW	78.01	59.82	18.19
E 31	DISPATCH VEHICLES	25.27	6.11	19.17
R 22	COUNSEL SOLDIERS AGAINST SMOKING	43.12	24.04	19.08
I 22	INITIATE ADMINISTRATIVE ACTIONS (E.O., ARTICLE 15S)	33.27	14.20	19.06
S 3	COMMUNICATE MISSION PURPOSE	83.53	44.54	18.99
Q 1	MONITOR TASKS BEING PERFORMED AT THE SAME TIME AT DIFFERENT LOCATIONS	83.28	44.32	18.95
C 21	PROVIDE TIME FOR SUBORDINATES TO PARTICIPATE IN SELF-DEVELOPMENT PROGRAMS	78.14	57.28	18.00
B 25	TRAIN BY DEMONSTRATING HOW IT'S DONE (E.O., DEMONSTRATE COUNSELING)	44.34	25.47	18.07
S 8	ESTABLISH STANDARDS FOR YOUR UNIT/ELEMENT	89.29	58.43	18.00
D 18	COORDINATE TRAINING WITH ROUNDOUT UNITS/AFFILIATES (E.O., NATIONAL GUARD, RESERVES)	36.34	17.49	18.85
Q 24	ASSESS WHETHER OVERALL UNIT MISSION IS BEING ACCOMPLISHED	58.30	37.46	18.05
O 9	TELL SUBORDINATES DAILY WHAT THEIR TASKS ARE	53.36	34.55	18.01
C 7	ADVISE SUBORDINATE LEADERS ON WAYS TO RESOLVE ETHICAL CONFLICTS	67.37	48.58	18.81
M 50	ARRANGE GATHERINGS WITH TROOPS AND THEIR FAMILIES	43.76	24.99	18.77
M 24	VISIT TROOPS IN STOCKADE	29.24	10.47	18.77
M 26	SET UNIT CLIMATE	50.74	31.88	18.75
E 29	DIRECT THE USE OF MULTIPLE WEAPON SYSTEMS	24.50	5.79	18.71

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
E 22	ORGANIZE PATROLS	24.25	5.63	18.62
M 3	COORDINATE UNIT ACTIVITIES WITH OTHER TYPES OF UNITS	42.67	24.07	18.60
Q 11	MONITOR SUBORDINATES AS THEY DO TECHNICAL TASKS	53.68	35.08	18.59
S 11	DETERMINE THE CRITICAL TASKS OF THE OVERALL MISSION	69.29	50.74	18.55
Q 20	EVALUATE GROUP PERFORMANCE	49.14	30.59	18.54
M 16	SUPERVISE SUBORDINATES IN A VARIETY OF MOS/SPECIALTY AREAS	49.84	31.35	18.49
I 20	ASSIGN EXTRA TRAINING/CORRECTIVE TRAINING	32.76	14.39	18.38
R 4	DOCUMENT PERFORMANCE PROBLEMS OF SUBORDINATES	63.53	45.27	18.28
M 49	WELCOME THE SOLDIER'S FAMILY INTO THE UNIT	48.05	30.02	18.03
F 1	MOTIVATE SUBORDINATES	92.13	74.15	17.98
J 29	IDENTIFY AND PROMOTE INDIVIDUAL SUBORDINATE'S INTERESTS (E.G., SPORTS, HOBBIES)	39.03	21.13	17.90
L 3	ENSURE THAT SUBORDINATES USE COMPLETE/UP-TO-DATE MANUALS	56.17	38.34	17.83
L 9	DEVELOP EMERGENCY PREPAREDNESS AND EVACUATION PLANS	35.25	17.48	17.79
J 24	ENSURE THE ABSENCE OF SEXUAL HARASSMENT	62.83	45.08	17.75
J 28	FACILITATE SOLDIER OUTPROCESSING	32.69	15.15	17.54
S 1	LEAD THE UNIT/ELEMENT WITHOUT MUCH DIRECT SUPERVISION	63.21	45.68	17.53
J 32	DRIVE DRUNK SUBORDINATES HOME	28.98	11.48	17.50
M 33	INFORM NEWCOMERS OF THE PRIORITIES OF THE UNIT	54.70	37.24	17.47
B 10	TEACH SOLDIERS ABOUT THEIR RIGHTS AS VETERANS	36.72	18.39	17.33
M 6	SUPERVISE FEMALE SOLDIERS	57.90	40.59	17.31
B 16	PREPARE INDIVIDUALS TO APPEAR BEFORE REVIEW BOARDS	38.58	21.32	17.28
H 23	CONDUCT MEMORIAL SERVICES FOR UNITS'S DEAD	39.07	12.84	17.23
I 18	DECIDE ON DISCIPLINARY ACTIONS	43.18	25.97	17.21
M 48	SCHEDULE TIME DURING THE DUTY DAY FOR SPORTS PRACTICE	36.85	18.74	17.11
Q 20	APPROVE WORK OF SUBORDINATES BASED UPON REPORTS OF OTHERS	38.00	20.91	17.08
F 6	MOTIVATE SUBORDINATES TO TAKE ON SPECIAL PROJECTS WITH SHORT SUSPENSES	73.58	56.53	17.04
I 5	WRITE LETTERS OF APPRECIATION TO RECOGNIZE SUBORDINATES' PERFORMANCE	67.31	50.36	16.94
J 27	PREPARE SUBORDINATES FOR PROMOTIONS	38.87	21.23	16.84
R 18	COUNSEL SOLDIERS ON SPOUSE ABUSE	32.82	16.07	16.75
Q 19	DETERMINE WHETHER A UNIT DRUG PROBLEM EXISTS	29.88	13.22	16.65
Q 20	CHECK WITH PEOPLE WHO RELY ON THE WORK/PRODUCTS OF YOUR SUBORDINATES	53.42	36.86	16.57
Q 32	TRAIN YOUR OWN REPLACEMENT	51.25	34.77	16.48
S 4	ESTABLISH SHORT-TERM UNIT/ELEMENT OBJECTIVES	70.63	54.16	16.47
S 5	ESTABLISH LONG-TERM UNIT/ELEMENT GOALS	70.57	54.13	16.44
I 27	DRAFT LETTER OF REPRIMAND	41.81	24.64	16.37
S 9	IDENTIFY ALTERNATIVE COURSES OF ACTION	72.81	56.47	16.34
R 12	GIVE RECEPTION AND INTEGRATION COUNSELING	34.93	18.60	16.33
K 6	DETERMINE TIME SOLDIERS ARE DISMISSED FOR THE DAY	47.73	31.41	16.31
M 32	ESTABLISH PROCEDURES FOR RECEPTION/INTEGRATION OF NEWCOMERS	53.36	37.11	16.25
D 15	WRITE ARTS	26.67	10.63	16.03
I 15	ALLOW EXTRA PRIVILEGES	34.55	18.35	16.20
R 17	COUNSEL SOLDIERS ON CHILD ABUSE	31.61	15.44	16.17
P 10	KEEP THE COMMANDER INFORMED ABOUT PEOPLE-PROBLEMS	68.20	52.04	16.16
Q 23	DEVELOP TECHNICAL TESTS TO ASSESS SOLDIER PERFORMANCE (E.G., IDENTIFICATION OF VEHICLES)	24.50	8.35	16.15
I 21	ADMINISTER PUNISHMENTS UNDER UCMJ	28.41	12.27	16.13
L 17	WRITE LETTERS OF INSTRUCTION	54.13	38.18	15.94
M 1	RESPOND TO THE NEEDS OF OTHER UNITS	67.05	51.12	15.93
O 18	CHECK THAT BULLETIN BOARDS ARE CURRENT	34.68	18.08	15.70

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
J 33	ARRANGE TO GET SOLDIERS OUT OF JAIL	25.78	10.16	15.63
O 39	READ INSPIRATIONAL HISTORY TO TROOPS AT FORMATION	24.12	8.51	15.61
O 4	ENCOURAGE SUBORDINATES TO PROVIDE POSITIVE FEEDBACK	81.83	68.24	15.59
E 28	DIRECT THE TESTING OF WEAPONS IN THE FIELD	21.58	5.95	15.55
M 51	DEVELOP BONDS AMONG FAMILIES IN THE UNIT	36.39	22.90	15.48
O 5	ENCOURAGE SUBORDINATES TO PROVIDE CONSTRUCTIVE CRITICISM	82.53	67.07	15.47
M 18	SUPERVISE SOLDIERS, MOST OF WHOM LIVE OFF POST	51.06	35.62	15.43
I 23	ADMINISTER ARTICLE 155	28.55	11.14	15.42
O 40	PREPARE WRITTEN MOTIVATIONAL MATERIALS	28.66	13.29	15.38
M 34	INITIATE MAIL-AND-FAREWELL	48.05	32.71	15.34
D 42	SUPERVISE TECHNICAL TRAINING OF SUBORDINATES WHOSE MOS/SPECIALTY AREA DIFFERS FROM YOURS	32.69	17.46	15.23
K 38	MONITOR/CONTROL POL ALLOCATION	23.67	8.51	15.18
P 18	PROVIDE INPUT TO INSPECTORS FROM HIGHER HEADQUARTERS	50.74	35.62	15.11
R 13	ADVISE SPOUSES OF SOLDIERS	31.16	16.07	15.09
K 19	RECOMMEND COMPASSIONATE REASSIGNMENT OR HARSHSHIP DISCHARGE	32.50	17.49	15.01
M 48	ARRANGE UNIT SOCIAL FUNCTIONS (PICNICS, GROUP OUTINGS)	53.68	38.69	14.99
D 4	WRITE LESSON PLANS	39.86	24.96	14.90
D 28	MONITOR INSTRUCTOR/TRAINER PREPARATION	38.86	21.80	14.88
D 40	GIVE TECHNICAL TRAINING TO SUBORDINATES WHOSE MOS/SPECIALTY AREA IS THE SAME AS YOURS	40.18	25.62	14.55
E 2	LEAD TASK FORCE	28.35	5.85	14.48
R 14	EXPLAIN THE SOLDIERS' JOBS TO THEIR FAMILIES	27.83	13.35	14.48
M 5	POSITION UNIT FACILITIES TOGETHER (E.G., BARRACKS, ORDERLY ROOM, ETC.)	23.16	8.88	14.30
I 14	GIVE INEXPENSIVE MOMENTOS	36.40	22.14	14.26
Q 12	KEEP JOB BOOKS (OR THE EQUIVALENT) FOR SUBORDINATES	24.08	10.09	13.98
J 18	ACT AS CREDIT REFERENCE FOR SUBORDINATES	32.12	18.18	13.98
C 8	ADVISE SUPERIORS ON LEADERSHIP ISSUES	73.58	59.66	13.91
K 38	USE STATISTICS TO ASSESS HOW WELL UNIT IS PERFORMING	49.28	35.48	13.80
L 8	APPROVE SOPs	46.80	32.24	13.76
D 5	DESIGN TRAINING AIDS	37.24	23.47	13.78
J 12	CONDUCT HWE CARE DAY FOR DEPENDENTS	24.12	10.58	13.62
O 3	ENCOURAGE DOWNWARD COMMUNICATION	84.39	78.83	13.58
R 2	COUNSEL FEMALE SOLDIERS ON THEIR PERFORMANCE	52.88	38.56	13.52
S 12	DETERMINE TASK MILESTONES	67.75	54.44	13.31
O 2	ENCOURAGE UPWARD COMMUNICATION	87.33	74.44	12.89
K 48	MONITOR PROPERTY MANAGEMENT OF THE UNIT	44.98	32.17	12.80
J 18	MAKE APPOINTMENTS FOR SOLDIERS WITH FINANCE	23.88	11.10	12.76
M 2	COORDINATE DRUG AND ALCOHOL COUNSELING PROGRAMS WITH OUTSIDE AGENCIES	25.85	13.10	12.75
P 12	INFLUENCE THE PHILOSOPHY OF THE COMMANDER	64.49	51.85	12.64
O 14	GIVE INFORMATION BRIEFINGS	66.09	53.65	12.44
M 47	ORGANIZE PRAYER BREAKFAST	28.10	13.69	12.22
D 24	MONITOR ADMINISTRATION OF SQTs	21.58	8.40	12.17
K 2	MANAGE PEOPLE/MANPOWER	69.78	77.60	12.18
I 24	INITIATE COURT MARTIAL PROCEEDINGS	22.39	10.38	12.02
M 14	SUPERVISE SUBORDINATES ON DIFFERENT SHIFTS	26.36	14.38	12.00
M 9	RECOGNIZE ALLIED COUNTRY MILITARY CODES/CUSTOMS	38.92	24.93	11.99
O 13	CONDUCT CLOSE TO 100% FORMATIONS	21.94	9.97	11.98
K 20	ASSIGN ENLISTED PERSONNEL TO WORK OUTSIDE THEIR MOS	21.82	9.84	11.98
D 41	GIVE TECHNICAL TRAINING TO SUBORDINATES WHOSE MOS/SPECIALTY AREA DIFFERS FROM YOURS	32.50	20.59	11.91

(CONTINUED)

TASK #	TASK	TOE	TDA	DIFF
A 21	TRAIN SOLDIERS IN MARKETABLE CIVILIAN SKILLS	42.81	30.78	11.83
O 7	COMMUNICATE WITH SUBORDINATES PRIMARILY BY RADIO AND/OR TELEPHONE	32.37	20.63	11.75
D 35	TRAIN OFFICERS	60.65	48.91	11.74
M 8	SUPERVISE PERSONNEL ASSIGNED TO ANOTHER UNIT	24.57	12.88	11.69
K 12	SELECT SUBORDINATES WHO ARE PROVEN FIGHTERS/WARRIORS/HEROES	23.48	11.88	11.62
C 19	RECOMMEND CIVILIAN EDUCATION	65.71	54.13	11.58
Q 18	ADMINISTER DRUG ABUSE SCREENING PROCEDURES	21.85	9.59	11.48
L 8	DEVELOP SOPs TO BE USED BY OTHER UNITS	31.80	20.34	11.48
O 8	EVALUATE COMMUNICATION CHANNELS	63.40	52.17	11.24
D 17	TEACH OFFICERS TO DO THEIR JOBS	63.85	52.80	11.05
O 2	DEMONSTRATE ARMY VALUES	90.68	78.82	10.84
T 18	INTEGRATE COMBINED ARMS TEAMS WITH LOGISTICS AND SUPPORT FUNCTIONS	19.07	8.23	10.84
O 1	SET THE EXAMPLE	85.65	84.81	10.83
P 7	MAKE ON-THE-SPOT CONNECTIONS TO HIGHER-RANKED INDIVIDUALS	32.89	22.11	10.77
M 8	PROMOTE THE CONCEPT OF COHORT UNITS	18.43	7.75	10.68
D 30	TRAIN CROSS-ATTACHED UNITS	18.55	7.91	10.65
J 12	PROVIDE SURVIVOR BENEFITS INFORMATION TO SOLDIERS/FAMILIES	21.75	11.14	10.62
L 29	PROCESS SOLDIERS FOR ELIMINATION	23.88	13.45	10.42
T 15	DETERMINE FORCE STRUCTURE REQUIRED TO SATISFY TACTICAL PLANNING	24.02	14.58	10.24
O 18	ACT AS SENIOR ADVISOR	35.78	25.82	10.14

M 11	DEVELOP NETWORK WITH OTHERS THROUGHOUT THE ARMY	37.68	48.68	-10.87
L 20	WRITE INFORMATION PAPERS	54.51	66.34	-11.83
I 30	RECOMMEND THAT SUPERVISORS AWARD DISCIPLINE CIVILIANS	23.18	38.87	-13.51
I 29	DISCIPLINE CIVILIAN PERSONNEL	17.98	31.67	-13.69
M 15	SUPERVISE CIVILIANS WHO ARE RETIRED MILITARY	15.38	30.81	-15.55
O 36	TRAIN CIVILIANS	23.83	38.51	-15.58
M 8	COORDINATE WITH OTHER U.S. MILITARY SERVICES (E.O., AIR FORCE, NAVY)	38.38	54.03	-15.65
L 28	APPROVE REQUESTS FOR CIVILIAN PERSONNEL ACTIONS	17.98	34.89	-17.01
M 20	SUPERVISE A GREATER NUMBER OF CIVILIANS THAN MILITARY	10.58	28.54	-17.88
M 18	COORDINATE WORK WITH CIVILIAN SPECIALISTS	21.43	40.48	-19.06
M 18	DEVELOP CONTACTS WITH ORGANIZATIONS OUTSIDE THE ARMY	32.57	52.14	-19.57
K 27	HIRE CIVILIAN PERSONNEL	22.84	43.53	-20.69
I 8	RECOMMEND AWARDS FOR CIVILIANS	31.86	52.64	-20.78
K 28	DEVELOP JOB DESCRIPTIONS FOR CIVILIAN PERSONNEL	21.50	45.90	-24.41
R 3	COUNSEL CIVILIANS ON THEIR PERFORMANCE	26.04	53.02	-26.98
Q 34	WRITE CIVILIAN PERFORMANCE APPRAISALS	24.09	52.74	-27.85
M 3	SUPERVISE U.S. CIVILIANS	26.02	57.01	-28.98

APPENDIX S
COMMISSIONED OFFICERS
PERCENT PERFORMING BY POSITION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

For each task, the percent performing by designated leadership position is presented. At the same time, next to each of the task numbers in the left-hand column, a crosswalk is provided to the rank-critical tasks (based on mean ratings).

Legend

- + = Rank-Critical Task (i.e., tasks with mean rating greater than or equal to 5.00 on the Part of Position scale for one or more ranks).
- = Rank-Least-Critical Task (i.e., tasks with mean rating less than or equal to 3.00 on the Part of Position scale for one or more ranks).
- X = Percent Performing is greater than 66.6%.
- * = Percent Performing is less than or equal to 33.3%.

IMPORTANT: Tasks not marked with either an X or * are performed by 33.3% to 66.6% of the commissioned officers.

Positions

- PLT = Platoon Leader
- CO = Company Commander
- BNC = Battalion Commander
- BRG = Brigade Commander

COMMISSIONED OFFICERS
PERCENT PERFORMING BY POSITION
(WITH CROSSWALK FOR RANK-CRITICAL TASKS)

Global Duty A: Train, Teach, & Develop
(Duties A-E)

		:	POSITION			
TASK #	:		PLT	CO	BNC	BRG

	:		A. Train Soldiers			
	:					
1	+	:	X	X	X	X
2		:	X	X	X	X
3		:	X	X	X	X
4	+	:	X	X	X	X
5		:	X	X	X	
6		:	X	X	X	
7		:	X	X	X	
8		:	X			
9		:	X	X	X	
10		:	X			
11		:	X	X		
12		:	X	X	X	
13		:	X	X	X	X
14	+	:	X	X	X	X
15		:	X	X	X	
16		:	X			
17	-	:				
18		:	X	X	X	
19	+	:	X	X	X	X
20	+	:	X	X	X	X
21		:				

	:		B. Teach Soldiers			
	:					
22		:	X	X	X	X
23		:	X	X	X	X
24		:	X	X	X	X
25	-	:				
26		:	X	X	X	
27		:	X	X	X	X
28		:	X	X	X	
29		:	X			
30		:	X			
31	-	:				
32	-	:				
33		:	X	X	X	
34		:			X	
35		:				
36		:		X	X	
37		:	X	X	X	
38		:		X	X	X
39	-	:				

TASK #		PLT	POSITION			BRG
			CO	BNC		

			C. Develop Leaders			
40		:	X	X	X	X
41	+	:	X	X	X	X
42	+	:	X	X	X	X
43	+	:	X	X	X	X
44		:	X	X	X	X
45		:	X	X	X	X
46		:	X	X	X	X
47		:	X	X	X	
48		:	X	X	X	X
49		:	X	X	X	
50		:	X	X		
51	+	:	X	X	X	X
52	+	:	X	X	X	X
53		:		X	X	
54		:		X	X	X
55		:		X	X	X
56	+	:	X	X	X	X
57		:	X	X	X	X
58		:	X	X	X	X
59	+	:	X	X	X	X
60		:	X	X	X	X

			D. Plan and Conduct Training			
61	+	:	X	X	X	
62	+	:	X	X	X	
63		:	X	X	X	
64	-	:				*
65	-	:				*
66		:	X	X		
67		:	X	X		*
68		:	X	X		
69		:			*	*
70		:	*			
71		:		X	X	
72		:		X	X	X
73	+	:	X	X	X	X
74		:		X	X	
75	-	:	*	*	*	*
76		:				*
77		:				
78		:				
79		:				*
80	-	:	X			*
81	-	:	*	*	*	*
82	-	:	*			*

						(CONTINUED)

TASK #	:	PLT	POSITION		BRG
	:		CO	BNC	
83	- :	*	*	*	*
84	- :	*	*	*	*
85	:				
86	:				
87	:				
88	:	X	X		
89	:			*	*
90	:	*		*	*
91	+ :	X	X	X	
92	+ :				
93	:				*
94	:	X	X	X	
95	+ :		X	X	X
96	:	*	*		
97	- :	*	*	*	*
98	- :	*	*	*	*
99	- :	*	*	*	*
100	:				*
101	:	*			*
102	:	*			

E. Train in the Field					
to Enter Combat					
103	+ :	X			*
104	- :	*	*	*	*
105	:	X			
106	:	X			*
107	:				
108	:				*
109	:				*
110	:				*
111	+ :	X			*
112	:				*
113	+ :	X			
114	+ :	X	X		
115	+ :				*
116	:				*
117	+ :	X			*
118	+ :	X			
119	+ :	X			*
120	+ :	X			*
121	- :			*	*
122	:		*		*
123	+ -:			*	*
124	- :			*	*
125	+ -:			*	*
126	+ :				*

(CONTINUED)

TASK #		:	PLT	POSITION			BRG
		:		CO	BNC		
127	+	:	X				*
128	+	-:	X		*		*
129	+	:	X				*
130	-	:		*	*		*
131	-	:		*	*		*
132	-	:	X		*		*
133	-	:		*	*		*
134	+	:	X				
135	+	:			*		*
136	+	-:	X				*
137	-	:			*		*
138		:	X				*
139	+	:	X				*
140		:					*
141	-	:			*		*
142	-	:	X				*
143		:					*
144	-	:			*		*
145		:					*
146		:					*

Global Duty B: Motivate
(Duties F-J)

TASK #		PLT	POSITION			BRG
			CO	BNC		

			F. Motivate Others			
			(The What)			
147	+	X	X	X		X
148				X		
149	+	X				*
150	+	X				
151				*		*
152	+	X	X	X		X
153	+	X	X	X		
154	+	X	X	X		
155						*
156	+	X				*
157	+	X	X	X		
158		X	X	X		
159	+	X	X			

			G. Motivate Others			
			(The How)			
160	+	X	X	X		X
161	+	X	X	X		X
162		X				
163	+	X				*
164	+	X	X	X		X
165	+	X	X	X		X
166	+	X	X	X		X
167	+	X				
168	+	X	X	X		X
169		X	X	X		X
170	+	X	X	X		X
171	+	X	X	X		X
172		X	X	X		
173	+	X	X	X		X
174		X				
175						
176	+	X	X	X		
177		X	X	X		X
178	+	X	X	X		X
179		X	X	X		X
180	+	X	X	X		X
181	+	X				
182	+	X				*
183	+	X	X	X		
184						

(CONTINUED)

TASK #		PLT	POSITION		BRG
			CO	BNC	
185	:	X			*
186	+ :	X	X	X	X
187	+ :	X	X	X	X
188	+ :	X	X	X	X
189	+ :	X	X	X	X
190	+ :	X	X	X	X
191	:	X	X	X	
192	+ :	X	X	X	
193	:		X		
194	:	X	X	X	
195	:	X	X	X	
196	+ :	X	X	X	
197	:			X	
198	- :	*			*
199	:				
200	:	X	X	X	X
201	:		X	X	

	:	H. Develop Unit Cohesion			
	:				
202	:	X	X		
203	+ :	X	X	X	X
204	:	X	X	X	X
205	- :		X		
206	:	*			*
207	- :	*	*	*	*
208	:		X	X	
209	+ :	X	X	X	
210	+ :		X	X	
211	+ :	X	X	X	
212	+ :		X	X	
213	:	X			*
214	:	X	X	X	
215	:				*
216	:				
217	+ :	X	X	X	X
218	:	X	X	X	
219	:		X	X	
220	+ :	X	X	X	X
221	:	X			
222	:		X	X	
223	+ :	X	X	X	X
224	+ :	*			*
225	:	*			*
226	+ :		X	X	X
(CONTINUED)					

TASK #		:	POSITION			
			PLT	CO	BNC	BRG
227	+	:		X	X	X
228	+	:		X	X	X
229	+	:	X	X	X	X
230	+	:	X	X	X	X
231		:	X	X	X	
232		:	X	X		
233		:		X	X	X
234	+	:	X	X	X	X
235		:			X	X
236		:			X	
237		:				
238		:		X	X	
239		:		X	X	
240	+	:	X	X	X	X
241	+	:	X	X	X	X
242	+	:		X	X	X
243	+	:	X	X	X	X
244		:		X	X	X
245		:		X	X	
246		:	X	X	X	
247		:		X		
248	-	:	*	*		
249		:		X	X	
250		:		X	X	
251		:		X	X	
252		:			X	
253		:				
I. Reward and Discipline						
Subordinates						
254	+	:	X	X	X	X
255	+	:	X	X	X	
256		:	X	X	X	
257		:		X	X	X
258	+	:		X	X	X
259	+	:	X	X	X	X
260	+	:	X	X	X	X
261	+	:	*			X
262	+	:			X	X
263		:	X			*
264	+	:	X	X	X	
265		:	X	X		
266	+	:	X	X	X	
267		:				
268		:				*
269	+	:	X	X	X	
270	+	:	X	X	X	
271		:		X	X	X

(CONTINUED)

(CONTINUED)

			POSITION			
TASK #		:	PLT	CO	BNC	BRG
<hr/>						
272	+	:	X	X	X	X
273		:	X	X	X	
274		:	*	X	X	
275		:		X	X	
276		:	*	X	X	
277	-	:	*		X	
278	-	:	*	*		
279	+	:	X	X	X	X
280		:		X		
281		:		X		*
282		:	*	*		
283		:	*			
<hr/>						
		:	J. Take Care of Soldiers			
		:				
284	+	:	X	X	X	X
285		:	X	X	X	
286	+	:	X			
287	+	:	X			*
288		:	X	X		
289		:	X	X		
290		:				
291		:				*
292	+	:	X	X	X	X
293	+	:	X	X	X	X
294		:		X		
295		:	*			*
296		:				*
297		:			X	
298		:	X	X		
299		:			*	*
300	-	:	*	*	*	*
301		:	*			*
302	-	:				*
303		:			*	*
304	+	:		X		
305	+	:				
306	+	:	X	X	X	
307	+	:		X	X	X
308	+	:	X	X	X	
309		:				
310		:		X		
311		:				*
312		:				
313		:	X	X		
314	-	:				*
315	-	:				*
316	-	:				*

Global Duty D: Provide Direction
(Duties L-T)

TASK #		PLT	CO	BNC	BRG
			L. Perform/Supervise Administrative Functions		
357	:	*			
358	:	*			
359	:		X		
360	:	X	X		
361	+ :	X	X	X	
362	:	*	*	*	*
363	+ :	X	X		
364	:	*	X	X	X
365	:	*			
366	- :	*	*	*	*
367	- :	*	*	*	*
368	:			*	
369	+ :	X	X	X	
370	+ :	*	X		
371	+ :				
372	:			*	*
373	:				
374	:	*	*	*	*
375	- :	*	*	*	*
376	+ :	*			
377	- :	*	*	*	*
378	:	*	*	*	*
379	:	*			
380	+ :	*	X	X	X
381	:	*			
382	:	*	*		
			M. Coordinate with Others Outside the Unit		
383	+ :			X	X
384	:	*			*
385	:				
386	:	*			
387	+ :				
388	:	*			X
389	:	*			
390	- :	*	*	*	*
391	:	*			
392	+ :	*			X
393	+ :	*			
394	+ :	X	X		
395	- :	*	*	*	*

(CONTINUED)

(CONTINUED)

TASK #		PLT	POSITION			BRG
			CO	BNC		
396	:	*	*	*		*
397	- :	*	*	*		*
398	- :	*	*	*		*
399	- :	*	*	*		*
400	:	*	*	*		
401	- :	*	*	*		*
402	:	*				

N. Supervise Others						
403	+	:	X	X	X	X
404	:	:	*	*	*	*
405	+	:	*	*		X
406	:	:	*	*	*	*
407	+	:	X	X	X	X
408	+	:	*			X
409	+	:				
410	:	:	*	*	*	*
411	+	:	X	X	X	X
412	+	:	X	X	X	
413	+	:	X	X		
414	-	:		*		
415	:	:	X	X		
416	:	:	*	*		*
417	:	:	*	*		
418	+	:		X	X	X
419	:	:	X			
420	:	:				
421	-	:	*	*	*	*
422	+	:	*	*	*	

O. Maintain 2-Way Information Exchange with Subordinates						
423	+	:	X	X	X	X
424	+	:	X	X	X	X
425	+	:	X	X	X	X
426	+	:	X	X	X	X
427	+	:	X	X	X	X
428	+	:		X	X	X
429	:	:				
430	+	:	X	X	X	X
431	-	:	X			
432	+	:	X	X	X	X
433	+	:	X	X	X	X
434	:	:	X	X	X	X
435	-	:				*
436	:	:	X	X	X	
437	+	:	X	X	X	
438	-	:	X		*	*

(CONTINUED)

TASK #		:	POSITION			
			FLT	CO	BNC	BRG
<hr/>						
439		:				*
440	-	:				*
441	+	:				
442	+	:	X	X	X	
443		:				*
<hr/>						
		:	P. Maintain 2-Way Information			
		:	Exchange with Superiors			
444	+	:	X	X	X	X
445		:	X	X	X	X
446		:		X		
447		:				
448	+	:				*
449	+	:	X	X	X	X
450		:				*
451		:				*
452	+	:	X			
453	+	:	X	X	X	X
454		:			X	
455	+	:		X	X	X
456		:				
457		:	*		*	
458	+	:	X	X		
459		:				
460	+	:				
<hr/>						
		:	Q. Monitor and Evaluate			
		:	Performance			
461	+	:	X	X	X	X
462		:	*			*
463		:	X	X		
464		:	X	X	X	
465	+	:	X		X	
466	+	:			X	
467		:			X	
468	-	:			*	*
469		:	X	X		
470	+	:	X	X	X	X
471		:	X			
472	-	:			*	*
473		:				
474		:				
475		:	*			
476		:		X		*
477		:		X		
478	-	:	*			*
<hr/>						

(CONTINUED)

(CONTINUED)

TASK #		PLT	POSITION		
			CO	BNC	BRG
479	:	*	X	X	
480	+ :		X	X	X
481	:				
482	:				
483	- :			*	*
484	+ :		X	X	X
485	+ :				
486	+ :	X	X		
487	:	X	X		
488	:		X	X	
489	:				
490	:	X	X		
491	+ :	X	X	X	X
492	+ :	X	X	X	X
493	+ :	*	X	X	X
494	+ :	*	*		X
495	+ :			X	X
496	+ :			X	X
497	+ :	*		X	X
498	- :	*	*	*	*

	:	R. Conduct Counseling			
	:				
499	+ :	X	X	X	X
500	:	*			
501	:	*			X
502	+ :	X	X	X	
503	+ :	X	X	X	
504	+ :	X	X	X	X
505	:	X	X		
506	:		X		
507	:	X	X		
508	:	X	X	X	X
509	:	X	X	X	X
510	:				*
511	:	*			*
512	:	*			
513	:		X		
514	:	X	X		
515	:	*			*
516	:				*
517	:	X	X	X	X
518	:	X	X		
519	:		X		
520	:		X		
521	:		X		
522	:	X	X		

TASK #		PLT	POSITION		
			CO	BNC	BRG

			S. Establish Direction of Your Unit/Element		
523	+ :	X	X	X	X
524	+ :			X	
525	+ :	X	X	X	X
526	+ :	X	X	X	X
527	+ :	X	X	X	X
528	+ :	X	X	X	X
529	+ :	X	X	X	X
530	+ :	X	X	X	X
531	+ :	X	X	X	X
532	+ :	X	X	X	
533	+ :	X	X	X	X
534	+ :	X	X	X	X
535	+ :	X	X	X	X

			T. Provide Input for the Direction of the Larger Organization		
536	:				
537	:	*			
538	:			X	X
539	:	*		X	X
540	:	*			X
541	- :	*	*	*	*
542	+ :	*			X
543	- :	*	*	*	*
544	:	*			
545	:	*	*	*	
546	:	*			
547	:	*			
548	:	*			
549	:	*			
550	:	*	*	*	*
551	:	*			
552	:	*	*		
553	- :	*	*	*	*
554	:	*	*	*	*
555	- :	*	*	*	*
556	:	*	*	*	
557	:	*	*	*	*
558	:	*			
559	+ :	*			
560	:	*	*	*	*